

PHASE II

LIVING IN A FINITE ENVIRONMENT (LIFE) PROGRAMME
(Cooperative Agreement No. 690-A-00-99-00227-00)

SEMI-ANNUAL REPORT

FOR THE PERIOD:

APRIL 1 THROUGH SEPTEMBER 30, 2001

SUBMITTED BY:

**WORLD WILDLIFE FUND
ROSSING FOUNDATION
MANAGEMENT SYSTEMS INTERNATIONAL**

TO:

THE LIFE PROGRAMME STEERING COMMITTEE

October, 2001

EXECUTIVE SUMMARY

This is the fourth Semi-Annual progress report for Phase II of the LIFE Programme, and covers six months of activity, from April 1 through September 30, 2001. This report also serves as the LIFE Programme Annual Impact Report for such criteria as income generation and benefits (information that is only collected once a year).

Major developments and highlights taking place during the reporting period included: 1) an impressive growth in CBNRM annual income and benefits was documented, despite continued poor performance of the tourism sector in northeast Namibia; 2) continued growth of the conservancy effort, as reflected by the increased number of communities now forming conservancies; 3) the undertaking of the largest road-based game census ever undertaken in Africa in the Kunene and Erongo Regions; 4) completion of an amendment to the WWF/LIFE Cooperative Agreement to add USAID/Regional transboundary funds and USAID/Namibia private sector funds to promote Namibia participation in transboundary activities and stimulate joint venture developments, respectively; and 5) the organization and completion of the LIFE Mid-Term Review, which documented LIFE accomplishments to date and noted the huge growth potential of CBNRM in Namibia with continued USAID support.

On the negative side, the positive LIFE Programme Mid-Term Review was followed by the arrival of a threat from USAID/Washington to cut the USAID/Namibia Mission's support to two Strategic Objectives. Should this be the case, then USAID support to the Namibia CBNRM Programme might be curtailed prematurely, leaving one of Africa's most successful environmental initiatives highly vulnerable. The irony of the situation is that while parts of USAID consider cutting support to the Namibia CBNRM Programme prematurely, USAID/Washington is highlighting the success of the LIFE Programme in its Annual Congressional Report.

An overview of principal accomplishments and constraints is presented below. Activity-level detail is contained within the body of the text, and a portrayal of progress against project performance indicators can be found in Annex Four.

National CBNRM Benefits & Income Nearly Double During 2001

The 2001 year has seen exceptional growth in CBNRM income and benefits, despite continued low tourism levels in Caprivi. The total income and benefits documented for 2001 amounted to N\$6,124,195, which is the equivalent of US\$785,153 (based upon an average exchange rate of N\$7.8/US\$ for the period October, 2000 – September, 2001), and almost doubles last year's figure of N\$3,411,260. In comparison, the 2001 LIFE Programme target for this indicator is N\$2,662,440. Hence, the benefits and income target for 2001 has been exceeded by 230%.

A major strength of the CBNRM income/benefits being generated is its diversity. A breakdown of the income/benefits generated reflects the following:

- | | | |
|---------------------------|--------------|-----|
| • Community-Based Tourism | | |
| Enterprises/Campsites: | N\$2,063,422 | 34% |
| • Joint Venture Tourism | N\$1,536,636 | 25% |
| • Thatching Grass Sales | N\$ 898,000 | 15% |
| • Trophy Hunting & Meat | N\$ 893,202 | 15% |

• Game Donations	N\$ 417,460	8%
• Craft Sales	N\$ 234,827	4%
• Own-Use Game Meat	N\$ 54,320	1%
• Miscellaneous Income	N\$ 17,328	.3%

Another significant achievement is the increase of cash income to conservancies. During 2001, conservancies received a total of N\$1,433,342 compared to N\$484,886 in 2000.

The extensive increases in conservancy income and benefits are critical to the sustainability of the conservancy movement as:

- conservancies are starting to realize significant amounts of cash income, with 10 conservancies now receiving cash revenues. The revenues received by conservancies ranged from a low of N\$8,404 in Marenfluss to N\$341,011 for the Nyae Nyae Conservancy, with average income being N\$1,423,342. These revenues are starting to allow conservancies to cover their operating costs, with the vast majority of such operating costs being related to management of the resource base. As a consequence, conservancies are becoming more viable as resource bases recover and more financially viable institutions; and
- the first wave of conservancies are starting to distribute benefits to members and/or development projects, allowing conservancies to become driving forces in rural development. Community development projects were funded in the Torra and Salambala Conservancies this year, while the Nyae Nyae Conservancy distributed approximately N\$59,000 in membership dividends.

The National Conservancy Programme Continues To Expand

During this past planning year, an additional four conservancies (Ehi-ruvipuka, Marienfluss, Oskop, and Tsiseb) were registered. Hence, there are now 14 communal area conservancies registered -- thus meeting the LIFE Programme target for 2001. Cumulatively, these 14 registered conservancies encompass 3,852,500 hectares of prime wildlife habitat and engage an estimated 30,833 people in conservancy activities. In comparison, the LIFE Programme 2001 targets for conservancy hectares and number of individuals benefiting in registered conservancies is 5,790,050 hectares and 32,550 people, respectively. Thus, there is a shortfall of 33% against targeted hectares and 5% against registered people.

However, there is little need for concern about the current shortages as in addition to the 14 registered conservancies, there are an astounding 35 additional communities currently forming conservancies. These areas incorporate an estimated 6,000,000 – 7,000,000 hectares and more than 70,000 people. The Sorris Sorris Conservancy will attain registration early in the next planning period, bringing the number of registered conservancies to 15.

Wildlife Numbers In Northwestern Namibia Found To Be Increasing

During June, the largest road strip count wildlife census ever undertaken in Africa was completed. More than 5,000,000 hectares were surveyed through 6,520 kilometers of strip counts. In excess of 250 NGO, government and conservancy staff participated in this massive effort. The census approach,

while having limitations for some species, produced the most accurate regional count of plains game species compiled in the Kunene and Erongo Regions. The census findings confirm an earlier historical assessment (see Gibson, 2001) that game populations in the northwest are on the rebound. However, the increased accuracy of this road strip count indicates that plains game numbers previously collected through aerial census methodologies were significantly underestimated. The strip count conservatively estimates that the 2001 northwest springbok population now exceeds 74,000 animals, while oryx have increased to more than 15,000, and Hartmann's zebra to in excess of 12,000. In comparison, following the severe drought of 1983, the entire population for each of the above was estimated at less than 500 per species. In addition to the above plains game species, black rhino and desert elephant populations in the northwest have also more than doubled and tripled, respectively, over the past 18 years. Thus, the recovery of wildlife populations in northwest Namibia is a remarkable conservation success story for Namibia and Africa as a whole.

Conservancies Receive Increased Assistance Towards Managing and Monitoring Their Natural Resources

The development of standards and templates for conservancy management and monitoring plans was continued during the reporting period. LIFE natural resource advisors worked closely with MET and NGO staff to undertake comprehensive training programmes related to the use and interpretation of the "event books" system. Conservancy staff in six Caprivi conservancies and several Kunene & Erongo Conservancies received repeated follow-up training on the use of this system during the past six months. Community game guards are now fully applying the "event book" system, while conservancy committees are demanding report-backs from CGG supervisors based upon the indicators monitored by the system.

Major progress was made in the development and refinement of conservancy land and natural resource management plans for both the Khoadi //Hoas and Kwandu Conservancies. Three-day workshops were held with committee members, government, NGO, and other relevant stakeholders to define, map and reach consensus on land and resource-use zones. This process is paving the way for conservancy management plans across Namibia.

WWF/LIFE Cooperative Agreement Amended To Incorporate Transboundary and Private Sector Support Funds

On April 8, the WWF Cooperative Agreement was amended to incorporate US\$1,000,000 of transboundary funds and US\$261,360 of Private Sector funds. The transboundary funds originated from the USAID Regional Center for Southern Africa (RCSA) and are to be used in support of transboundary resource management issues around Caprivi and to strengthen linkages between stakeholders in Caprivi with those found in Zambia, Zimbabwe and Botswana. These funds have been quickly mobilized to: fund the IRDNC Caprivi CBNRM activities; to engage the Namibia Ministry of Fisheries and Marine Resources in fresh water fishery research and management issues with counterpart ministries in Zambia, Zimbabwe, and Botswana; and initiate a regional tourism plan for the East Caprivi Floodplains and integrate the resulting plan with Botswana's Chobe River Front Tourism Plan that was completed last year.

The Private Sector funds were provided through the USAID/Namibia SO#1 as a means of promoting linkages and synergy between the Missions Strategic Objectives. The funds will be applied towards the

creation of additional joint ventures in conservancies and the establishment of an entrepreneurial environment and small enterprises in rural communities found in established conservancies.

LIFE Programme Mid-Term Review Praises Namibia CBNRM Achievements, Highlights CBNRM Potential, and Recommends Continued USAID Support

From July 22 through August 20, the LIFE Programme was externally reviewed by a seven-person team from the International Resources Group (IRG) and USAID/Washington. The review team praised the Namibia CBNRM achievements, stating “Namibia’s CBNRM Programme, with active support from LIFE, has made remarkable progress in the short eight years of its existence”. The Review specified major accomplishments as: policy reforms that have empowered local communities to manage and benefit from their resources; dramatic recovery of wildlife populations in participating communal areas; the rapidly expanding conservancy movement, with 14 conservancies presently registered and an additional 35 under development; the active engagement of conservancy communities in the management and monitoring of their resources; the commencement substantial benefit flows from hunting and tourism activities to conservancies; the strong partnership between the 11 CBNRM support organizations composing NACSO; and the enhanced knowledge, skills, and capacity that has been developed in the CBNRM Programme through the past eight years of LIFE Programme support.

The review team found the current wildlife-based tourism industry in communal areas is currently valued at about US\$10 m per year, with community member benefits still being primarily restricted to wages valued at about US\$1 m per year. The review team states “the cornerstones (wildlife, institutions) are now in place for major growth. With careful investment and prioritisation, largely of business enterprise and institutional development capacity, tourism could earn US\$35-40 m annually from Conservancy areas. If sound negotiation ensures US\$3-4 m accrues to Conservancies in user fees, with a similar amount paid out in wages, this will contribute US\$115 per capita income to the 60,000 people living in viable Conservancies.”

The review team made a number of major recommendations, including:

“The Review recommends that the CBNRM Programme place Conservancies center-stage. The programme needs to move from committee-based NRM to community-based NRM, with a renewed focus on building accountable, democratic structures and transparent, equitable management systems at the grass roots.”

“Using the dramatic expansion of wildlife numbers over the past 15 years, the Programme needs to move expeditiously and confidently to unlock these major financial opportunities for the conservancies. Achieving these commercial opportunities will ensure the financial sustainability of Conservancies.”

The review team also made the following recommendations to USAID about further support to the LIFE Programme:

With respect to the regional significance of the LIFE Programme, the review team noted “The Africa Bureau has supported CBNRM programs in a dozen countries. LIFE has been and continues to be a leader in innovative CBNRM programming in the Africa region. As documented by this Review, Namibia’s National CBNRM Programme has reached a critical juncture and needs continued support. Experience gained and lessons learned in Namibia will benefit USAID programs across the continent and round the world.” The review team further recommended the following: “The Review Team

strongly recommends that USAID continue to support the CBNRM Program in Namibia for the next ten years. As discussed in the Report, the CBNRM program is already having important impacts and has great potential to improve the lives and livelihoods of an important segment of Namibia's rural population".

Detailed information on programme match contributions, the number of persons trained, consultant activities, progress against performance indicators, income generated, and funds leveraged can be found in the appendices.

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PHASE II

LIVING IN A FINITE ENVIRONMENT (LIFE) PROGRAMME

Semi-Annual Report For:

April 1 – September 30, 2001

I. INTRODUCTION:

The LIFE Programme is funded by the Ministry of Environment and Tourism (MET), the U.S. Agency for International Development (USAID), World Wildlife Fund (WWF) and other sources of matching contributions. Programme activities are implemented by MET, local non-governmental organizations (NGOs), and other Namibian institutions. Through a Cooperative Agreement with USAID, WWF takes the lead in managing the LIFE Programme, with Rossing Foundation and Management Systems International (MSI) as partner organizations. The LIFE Programme is guided by the LIFE Programme Steering Committee, which is a subcommittee of the Namibia Association of CBNRM Support Organizations (NACSO). The Steering Committee is composed of representatives from MET, USAID, WWF, local NGOs, as well as technical experts in the social sciences, law, and other disciplines as relevant.

The LIFE Programme is being implemented in two phases. The initial phase began in May, 1993 and operated through June 30, 2000. Concomitant with the last nine months of Phase I, Phase II of the LIFE Programme was begun on August 12, 1999, and is scheduled to run through September, 2004. The first three years of Phase II will continue to operate through the support of WWF, while it is planned that the remaining two years will be operated through direct grants between USAID and Namibian organizations.

Phase I was characterized as a foundation-building period for the National CBNRM Programme, during which a number of accomplishments were made, including: 1) major CBNRM policy/legislative reform was undertaken; 2) extensive efforts were made towards creating awareness of emerging CBNRM development opportunities among communal area residents; 3) community members were mobilized and organized into conservancies; 4) major progress was made towards realizing significant programmatic income and the return of benefits to community participants; and 5) numerous Namibian organizations significantly increased their CBNRM support capacity.

In contrast, Phase II, while building upon the solid foundation laid by Phase I, is focussing on a number of new aspects of the evolving National CBNRM Programme. In particular, there is an imperative need for conservancies to become effective and self-sustaining managers of their natural resources. This will require conservancies to develop the ability, skills and enforcement capacity to manage their own natural resources. Similarly, it is essential that conservancies become self-financing and ultimately in a position to cover their own operational costs. At the institutional support level, the growing number of emerging and/or registered conservancies (48 at present count) makes it necessary to further build and expand the capacity and number of CBNRM support organizations in Namibia. And lastly, consideration and support must be given towards establishment of an operational framework for the

National CBNRM Programme and further enhancement of the CBNRM policy/legislative environment. A common theme of each of these aspects is programmatic sustainability, and this is the major thrust of the WWF support effort during Phase II.

The LIFE Programme goal and purpose statements have remained consistent between Phases I and II and read as follows:

Goal: **Improved quality of life for rural Namibians through sustainable natural resource management.**

Purpose: **Communities derive increased benefits in an equitable manner by gaining control over and sustainably managing natural resources in target areas.**

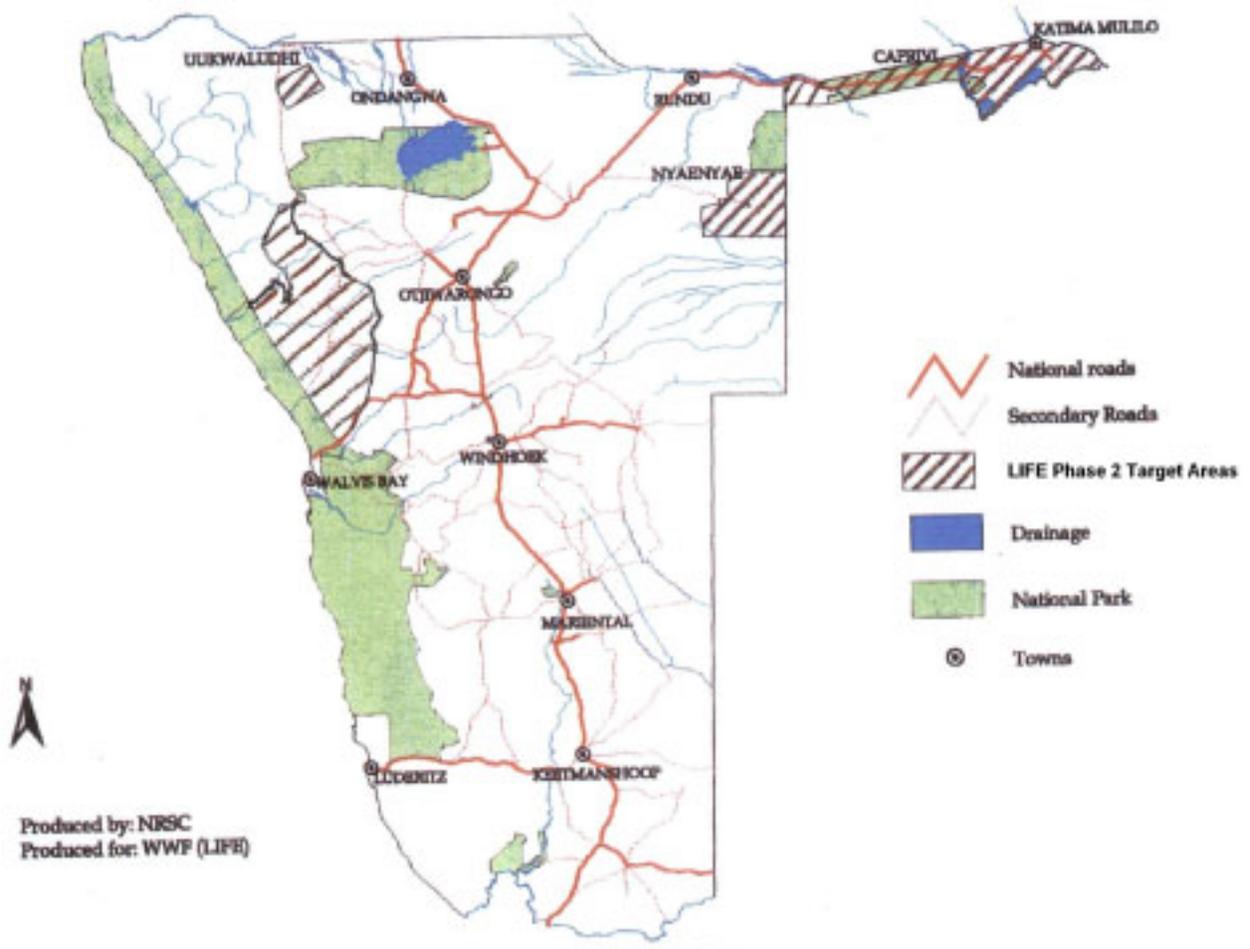
The Phase II outcomes have been substantially altered from those of Phase I to reflect the evolving changes in Phase II programmatic focus and to be in better conformance with the USAID/Namibia Environment Strategic Objective (SO3) Intermediate Results. The four outcomes are as follows:

- 1) CBNRM policy/legislative environment for integrated resource management improved;
- 2) Representative conservancy management committees are formed, operational and self-financing and effectively managing natural resources;
- 3) Namibian capacity to support an integrated national CBNRM Programme established; and
- 4) Ecosystems sustained through improved natural resource management.

The LIFE Programme strategy is to support local organizations in their efforts toward the programme goal and purpose by providing technical assistance, training, and funding through grants. Any activity receiving LIFE Programme grant funds must be either: a) implemented in one of the target areas of East Caprivi, West Caprivi, Otjozondjupa, and southern Kunene and the Erongo Regions; or b) implemented in direct or indirect support of Community-Based Natural Resource Management (CBNRM) in these areas. The exception to these target areas is the Uukwaluudhi area of Omusati, which has been deemed an area of opportunity because of its high political sensitivity. The advent of the LIFE II expanded geographic focus is allowing support to five new conservancies, including: the #Khoadi //Hoas, Huab, Doros Nawas, Tsiseb, and most recently, Sorris Sorris Conservancies. As in the past, the LIFE Programme Team continues to serve as a CBNRM catalyst in other key areas of the country by providing 4-6 technical assistance or strategic support interventions per year in non-target areas.

Figure One illustrates the revised, LIFE II target areas.

LIFE Phase 2 - Target Areas



II. PROGRESS REPORT FRAMEWORK:

1.0 Framework:

The following LIFE Programme Semi-Annual Report highlights accomplishments for the period April 1 through September 30, 2001.

The activities discussed in this report were implemented under the direction of the LIFE Programme Steering Committee (now a subcommittee of NACSO), with inputs by a number of parties, including:

- The LIFE Programme Team, composed of WWF/Rossing Foundation/MSI field staff;
- The LIFE Programme Management Team, composed of WWF Home Office and other home office partner staff; and
- The LIFE Programme participants, including:
 - Ministry of Environment & Tourism (MET)
 - Integrated Rural Development & Nature Conservation (IRDNC)
 - Nyae Nyae Farmers Conservancy (NNC)
 - Nyae Nyae Development Foundation (NNDF)
 - Namibia Nature Foundation (NNF)
 - Namibia Community-Based Tourism Association (NACOBTA)
 - Salambala Conservancy
 - Rural Institute For Social Empowerment (RISE)
 - Namibia NGO Forum (NANGOF)
 - Legal Assistance Centre (LAC)
 - Namibia Development Trust (NDT)
 - CBNRM Association of Namibia
 - USAID/Namibia

2.0 Report Organization:

The major sections of this report have, for the most part, been organized under broad headings that relate to the four above described LIFE Programme outcomes (Intermediate Results). Additions to this are three sections that are cross-cutting to all activities. The major headings are as follows:

- Programme Management;
- CBNRM policy/legislative environment for integrated resource management improved;
- Representative conservancy management committees are formed, operational and self-financing and effectively managing natural resources;
- Namibian capacity to support an integrated national CBNRM Programme established;

- Ecosystems sustained through improved natural resource management;
- Utilizing Monitoring & Evaluation Data To Manage The LIFE Programme Effectively; and
- Anticipated Constraints

III. LIFE PROGRAMME PROGRESS TOWARDS INTERMEDIATE RESULTS:

1.0 Programme Management:

Implementation and management of the LIFE Programme is premised upon achievement of the LIFE II Indicator Targets as described in the LIFE II proposal. While management of programme activities is adaptive, flexible and responsive to the evolving needs of the National CBNRM Programme and its members.

1.1 NACSO (LIFE) Steering Committee Meetings (January 24-26, April 24-26, and September 19-20):

As mentioned in the last six-month status report, the LIFE SC has now officially been subsumed by the CBNRM Association of Namibia (now known as NACSO¹). During the reporting period, the NACSO Secretariat convened two meetings.

June 5 Meeting (Thuringerhof Hotel, Windhoek):

- The NACSO members received status updates on the:
 - NACSO grants to the Kwandu, Wuparo, Mayuni, and #Khoadi //Hoas grants;
 - Progress reports from the Legal, Vision and Collaborative Forum Working Groups;
 - Activities supported by the LIFE Programme team;
 - Development of the National CBNRM Brochure;
 - Status and plans for the upcoming LIFE Mid-Term Review; and
 - Status of the LIFE Transboundary funds and their implication to the IRDNC Caprivi grant and the broader LIFE grant line item.
- Guest presentations were given on:
 - The new Information Management System (IMS) for the Namibia Parliament that NDI had put in place on an internet website; and
 - The Oskop Conservancy, the first communal area conservancy in southern Namibia.

September 4-5 Meeting (Bruckarross Campsite, southern Namibia):

- The NACSO members received status updates on a range of activities, including:

¹ The CBNRM Association of Namibia (CAN) was formally renamed as the Namibia Association of CBNRM Support Organizations (NACSO) in February, 2001. The provision of a new name was required, as the “CAN” acronym was already being used by two other Namibian organizations.

- The NACSO vision process, especially the component related to NACSO structure, roles, and responsibilities;
 - NACSO Secretariat support to the emerging Conservancy Association(s);
 - Progress against the PDF-B grant activities, including updates on the hiring of a PDF-B Project Coordinator and Financial Management;
 - Updates on CBNRM activities in the North Central regions;
 - Follow-ups on the Animal Conflict Workshop held from July 5-7;
 - The Northwest Game Counts, and results/findings of the Count as resolved at an August 14-15 workshop;
 - Progress against activities for the Legal, Vision, and Collaborative Forum Working Groups; and
 - Contributions by the LIFE Team members since the previous NACSO Meeting.
- Special sessions were held on the following activities:
 - Proposed WWF close-out strategies related to:
 - Handing over of grant management responsibilities to the NNF;
 - Creation and support to the Natural Resources Working Group;
 - Creation and support to the Enterprise/Business Working Group;
 - The WILD Project and its role and function;
 - The EU Tourism Project and its role and function;
 - The Bruckaross Community Development Project;
 - NDT CBNRM activities in southern Namibia; and
 - The proposed approach for undertaking the upcoming Caprivi Tourism Development Plan for the Eastern Floodplains; and
 - The proposed research activities that UNAM might be able to carryout in support of the CBNRM Programme.
 - Decisions were made on:
 - Approval of the Caprivi Transboundary Fishery grant to the Ministry of Fisheries & Marine Resources (through the NNF); and
 - Approval of the NACSO membership application by Mr. Brian Jones, who became the first individual, associate member of NACSO.

1.2 Project Staffing:

This reporting period marked the departure of two LIFE Programme Technical support staff:

- Mr. David Callihan, the LIFE M&E/Institutional Development Specialist, concluded his assignment as scheduled on June 30, 2001; and
- Ms. Dorett Tennyson, LIFE Financial Manager, resigned on June 22 for personal reasons.

The departure of Mr. Callihan also concluded the institutional Cooperative Agreement arrangement between WWF and Management Systems International. Thus, WWF and Rossing Foundation remain as the two support institutions for carrying out the LIFE Programme, and will do so for the remainder of the LIFE Programme.

1.3 Grants Management - On-Going Grants (Continuous):

By the close of this reporting period, the LIFE II Programme was supporting 11 operational grants. The grants and their major functions are listed as follows:

- Namibia Community-Based Tourism Association (AL 36) – This two year grant, funded to the amount of N\$2,454,461, will operate from September 15, 1999 through September 14, 2001. The grant seeks to improve the viability of community-based tourism enterprises, support tourism development in conservancies, and integrate community-based tourism into the mainstream tourism industry. While supporting CBT at the national level, it in particular, supports and promotes CBT development in Caprivi.

During the reporting period an amendment to this grant has been drafted and is awaiting finalisation. Whilst the original project objectives remain valid, the amendment seeks to: 1) re-orientate NACOBTA's geographic focus away from the Caprivi towards the southern Kunene and Erongo regions. This has been necessary due to the current decline in tourists as a result of perceived insecurity; and 2) extend the grant both financially and in time to allow NACOBTA to address current demands for its service more effectively. It is therefore proposed that the grant period be extended to 30 June 2002. Financially, the grant will be increased to include exchange rate savings and the addition of Trans-boundary funding for the completion of a Chobe riverfront tourism-planning project that will be co-ordinated by NACOBTA.

- Facilitate Formation of Conservancies In The Erongo and Southern Kunene Regions and Institutional Capacity of RISE (AL 37) – This three-year grant is approved in the amount of N\$2,902,619 and will operate from August 16, 1999 through July 31, 2002. The grant focuses on building up the skills and capacity of RISE, while at the same time, providing the resources for RISE to assist three communities in the Kunene and Erongo Regions to form conservancies.
- Assisting The Salambala Conservancy To Reach Operational and Financial Sustainability (AL 38) -- This two-year grant, funded in the amount of N\$866,075, will operate from October 1, 1999 through September 30, 2001. The grant focuses on: developing a strong conservancy management structure; developing business opportunities to maximize benefits and income to the conservancy; and developing the resource base and management capacity of the conservancy for managing the conservancy's resource base.

During September, a three-day planning meeting was held with the Salambala Management Committee, LIFE and NNF to: 1) review progress of the grant against its objectives; 2) address sustainability concerns related to salary costs; 3) reprogram the grant budget and add exchange rate savings of approximately N\$98,000 into the grant; and 4) introduce NNF staff to the Committee, as part of the WWF grant management handing-over process to the NNF.

- Caprivi CBNRM Support Programme (AL 39) -- This two-year grant, in the amount of N\$5,457,582, builds upon two previous grants provided to IRDNC to support the establishment and development of seven conservancies in Caprivi. The grant focuses on assisting conservancies to: become institutionally more effective; rebuild their wildlife resource bases and initiate improved natural resource management systems; and become financially self-

sustaining. The grant period was intended to operate from November 1, 1999 through October 31, 2001. However, the grant was closed early on April 30, 2001 and replaced with a grant funded by RCSA Transboundary funds (see Grant No. AL 47, below for details). Savings from this grant are to be returned to the WWF CA grant line item, where they will be used to fund third year activities for other grantees.

- Institutional Support To The Ministry of Environment & Tourism (AL 40) -- This is a 32-month grant funded with an amount of N\$2,419,468 of USAID funds. The grant provides funding assistance towards building the MET's capacity to: provide technical assistance to emerging and established conservancies in map production, natural resource inventories, and practical applied research; and to ensure that the National CBNRM Programme enjoys and maintains a high public visibility through the media and production of appropriate awareness materials.
- Strengthening The Capacity Of The Namibia Nature Foundation To Support The National CBNRM Programme In Fund Raising, Financial Management, Grant Administration and Monitoring and Evaluation (AL 41) -- This three-year grant provides the NNF with funds and resources to: provide direct, small grants to established conservancies; monitor the effectiveness and impacts of the CBNRM Programme and conservancies at the national level; fisheries research in Caprivi; and raise funds in support of the National CBNRM Programme. Total USAID funds allocated to this grant amount to N\$4,320,000. The grant duration is from September 1, 1999 through July 31, 2002.

During the reporting period, the grant agreement was amended to incorporate an additional N\$1,068,124 of USAID funds and N\$170,000 of WWF match funds to allow support to the Uukwaluudhi Conservancy in the establishment of its Community Game Reserve and strengthening of the NNF's institutional support capacity to the National CBNRM Programme.

The total grant agreement now stands at N\$5,388,124 of USAID funds and N\$2,024,492 of NNF match funds. In addition to the above, LIFE staff assisted the NNF to undertake an institutional assessment (through an IDP), which facilitated discussion around a number of issues that will institutionally strengthen the NNF. The recommendations of the IDP were presented to the NNF Board on August 16, and the following changes approved: 1) an upgrading of staff salary structure, to better retain the NNF's staff; 2) to continue to improve the racial balance of high-profile technical support staff; and 3) to develop a system that tracks organizational performance against the NNF mission and objectives.

- Support To Nyae Nyae Conservancy (AL 42) -- This grant is now (following the below-described amendment) funded in the amount of N\$2,295,258 of combined USAID (N\$1,624,085) and WWF funds (N\$671,173) over a 29 month period falling between February 1, 2000 to June 30, 2002. The grant seeks to: assist the Nyae Nyae Conservancy to become institutionally more accountable, effective and sustainable; assist Conservancy staff with the implementation of its management plan and recovery of the Conservancy's wildlife resource base; and foster the development of sustainable economic and financial returns to the Conservancy and its members.

During the reporting period the grant was amended to incorporate an additional amount of N\$375,173 of WWF match funds and N\$220,000 of NNC match funds. The WWF match

contribution is in support of a three-way game translocation between the NNC, Torra and Seis Conservancies.

- Bridging Grant To The CBNRM Association of Namibia (AL 43) -- This grant, in the amount of N\$308,810, serves as a bridging grant for the period July 1 – November 30, 2000 to assist the CBNRM Secretariat to: hire its staff, set up and equip an office, develop organizational policy guidelines, and prepare a more substantive funding proposal for submission to the LIFE Programme. This grant was closed out during the previous reporting period.
- Support To The Directorate of Resource Management For Strengthening Its Human Resource Capacity (AL 44) -- This grant provides an amount of N\$802,022 of USAID funds to improve the technical, business, interpersonal and management/supervisory competence of the DRM, while at the same time, increasing the capacity of the MET to manage and develop its human resources. The grant operates from October 1, 2000 – June 30, 2002.
- Institutional Support to The CBNRM Association of Namibia To Establish and Operate A National CBNRM Secretariat (AL 45) -- This grant, in the amount of N\$1,351,422, will operate from November 1, 2000 through June 30, 2002. The goal of the grant is to assist NACSO to develop its institutional and technical capacity to promote, coordinate and provide strategic direction to the CBNRM Programme at the national level.
- Institutional Support To The Rossing Foundation's Craft Development Programme (AL 46) - This two-year grant operates from May, 2000 through April 30, 2002, and is funded in the amount of N\$213,615. The objectives of the grant are to: 1) enhance the capacity of the Rossing Foundation to support and train Namibian craft makers in the production, quality design, and variety of their crafts; 2) enhance the capacity of the Rossing Foundation to market crafts locally; and 3) enhance the capacity of craft makers to sustainably manage the natural resources from which their crafts are being manufactured. An amendment request of N\$108,900 was received during the reporting period, but processing of the request will only be considered during the next reporting period after a review of the funds remaining in the LIFE grants line item can be undertaken.

During the reporting period an amendment to this grant was drafted, but is awaiting finalisation. Whilst the original project objectives remain valid, the amendment seeks to: 1) provide continued support to the Nyae Nyae crafts enterprise by continuing to provide technical support to ensure long term sustainability; and 2) provide continued support to Caprivi communities in order to strengthen marketing opportunities, particularly during the current period of low tourist figures in that region. It is therefore proposed that the grant be increased financially and any outstanding exchange rate savings are included.

- Caprivi TBNRM (Transboundary Natural Resources Management) Support Programme (AL 47) – This 15 month grant to the IRDNC operates from May 1, 2001 through July 31, 2002 and is funded in the total amount of N\$5,907,664 (N\$3,198,970 of USAID/TBNRM funds, N\$234,000 of WWF/US match funds and N\$2,474,694 of WWF/UK funds). The objectives of the grant are: 1) to assist at least seven registered and developing Caprivi conservancies to effectively manage and conserve their natural resources, in partnership with government and neighbouring stakeholders; 2) to strengthen the institutional and management capacity of these

conservancies, in partnership with traditional authorities; 3) to facilitate a variety of natural resource based enterprises and opportunities in the region to enable conservancies to become viable businesses; 4) to enhance the involvement and capacity of women to participate in all aspects of conservancy development, management and benefit-sharing; 5) to increase CBNRM and community-based tourism awareness of all Caprivians, and to promote CBNRM nationally and internationally, including Caprivan cross-border links; and 6) to build up the capacity and skills of regional CBNRM technical support structure, including efficient and effective project management.

- Shared Resource Management on The Zambezi/Chobe Systems in Northeast Namibia: Current Practices and Future Opportunities (AL 48): This 10-month grant will operate from October 1, 2001 – July 31, 2002. The grant is being carried out by the Ministry of Fisheries & Marine Resources (through the NNF) along the international waters of the Zambezi and Chobe Rivers. It is funded in the amount of N\$1,500,096 of which N\$1,110,046 are USAID TBNRM funds and N\$390,000 are MFMR funds. The objectives of the grant are: 1) to collect quantitative and qualitative data (biological and social) regarding the nature and characteristics of the small-scale subsistence fishery on the Zambezi and Chobe Rivers; 2) to identify, investigate and document the nature of fishery management systems and their appropriateness for future management alternatives; and 3) to establish working relationships (biological, ecological, and social), understanding and awareness regarding fisheries and resource management between relevant agencies both within Caprivi and internationally with neighbouring countries in recognition of the role of the Standing Committee on Fisheries.

1.4 Grants Management - New Grants:

Thus far, LIFE II has seen thirteen new LIFE grants approved for CBNRM support institutions and five NACSO grants (using LIFE funds through the NNF) approved on the behalf of five conservancies. Some of the above grants were completely new activities, while others were refocused continuations of activities funded under LIFE I. During the last reporting period, the following grants received special attention:

1.4.1 Preaward Institutional Appraisal (Continuous):

No preaward institutional appraisals were undertaken during the reporting period.

1.4.2 Preaward Institutional Assistance (Continuous):

The following organizations received specific assistance on matters towards planning and/or institutional development in relation to LIFE grants which had been awarded or are pending:

- Shared Resource Management on The Zambezi/Chobe Systems in Northeast Namibia: Current Practices and Future Opportunities (AL 48) – Assistance was rendered to the MFMR in the development of this proposal. In this regard, the LIFE Programme contracted the services of Mr. John Purvis, Fishery Specialist, to assist with drafting the proposal and making an initial reconnaissance visit to Caprivi to incorporate the views of a number of conservancies into fishery management.

1.4.3 Submission of Proposals To LIFE SC (January, April, and September):

One LIFE Programme proposal (as identified in section 1.1, above) was submitted to the NACSO LIFE SC and approved.

1.4.4 Disbursement of LIFE II Grant Funds (Continuous):

A total of US\$2,298,194 of USAID grant funds has been disbursed through thirteen grants thus far during LIFE II.

1.5 Reporting:

1.5.1 Technical Reporting (April):

This report represents the fourth semi-annual progress report for the LIFE II Programme.

Quarterly and/or semi-annual technical reports were received from LIFE grantees throughout the reporting period.

1.5.2 Financial Reporting (Monthly/Quarterly):

The LIFE Programme team submitted project financial reports to the Home Office for March, April, May, June, July, and August.

LIFE II Programme quarterly financial reports were prepared and submitted to USAID for the periods January – March and April – June, 2001.

LIFE II financial status updates were presented to the LIFE SC in June and September, 2001.

1.6 Visit To WWF Home Office (January 8-11):

This activity was undertaken from January 10-12, during the previous reporting period. However, two additional visits of WWF Home Office staff to the LIFE Field office were made in June. The WWF audit specialist, Jack Gilmore, undertook a scheduled (every two years) field audit of the LIFE office; and Felipe Chirinos (Program Administrator) visited the LIFE Programme to conduct an internal investigation of a petrol credit card fuel scam.

1.7 Annual Budgetary Assessment (August):

A budget assessment was made in late September to assess the possibility of undertaking a no-cost amendment to the WWF CA from October 31, 2002 to April 30, 2003.

1.8 LIFE Programme Management Team Visit To Programme Sites (October 27 – November 3):

This activity was taken from October 27 – November 3, and was reported on during the previous six-month status report.

1.9 Workplan Development (August-September):

The workplan development commenced in early September, following completion of the LIFE mid-term Review. However, NACSO has requested that the LIFE Programme workplan development be placed temporarily on hold until it's Secretariat and members have had the chance to consolidate all of the recommendations from: the National CBNRM Conference held last October 3-5; the NACSO vision process; and the LIFE mid-term Review into one concrete set of recommendations. Thereafter, NACSO members are to hold a planning workshop on October 4-5 of this year to develop a NACSO workplan. Once this plan is completed, then the LIFE Programme will centralize its support activities around the prioritised plans of the NACSO members.

1.10 Programme Coordination/Communication:

1.10.1 Coordination Meetings (Bi-Monthly):

Given the advent of new LIFE technical advisors, it was deemed important to re-institute monthly staff meetings. In this regard, monthly staff meetings have been held from May – September.

1.10.2 USAID (Monthly and As Needed):

The LIFE COP participated in three COP meetings at USAID/Namibia during the reporting period.

1.11 Six-Month Progress Review (April 7):

This activity was undertaken and completed in April.

1.12 Amendments To The WWF Cooperative Agreement:

During October, a proposal to incorporate \$1,000,000 of RCSA transboundary natural resource management funds into the WWF LIFE CA was submitted to the RCSA in Gaborone, Botswana. Following receipt of comments from the RCSA, the proposal was revised and re-submitted in early December.

In November, discussions with were held with the USAID/Namibia SO1 (Private Sector) Team, and a proposal was developed to create stronger linkages between SO3 (LIFE) and SO1 by funding a Joint Venture Promotion Specialist in the LIFE Programme with SO1 funds. In addition, funds were requested to incorporate entrepreneurial training of conservancy members into this activity through the involvement of the Institute for Management and Leadership Training (IMLT). The funds requested for these two activities combined amounted to \$268,438.

After several months of delay the above funds (\$1,268,438) were finally amended into the WWF CA on April 7, 2001.

Chart One illustrates achievements during the reporting period against those described in the Annual Plan of Work.

2.0 CBNRM Policy/Legislative Environment For Integrated Resource Management Improved:

The Namibia CBNRM policy/legislative base enjoys one of the strongest (if not the strongest) legal foundation of any country in Africa. Yet, at present, conservancy committees are only legally authorized to manage (regulate uses of) wildlife, but no other natural resources. This limitation imposes severe constraints to long-term effective wildlife management, as the absence of regulatory control over competing uses of other resident natural resources can undermine wildlife management efforts and affiliated, complementary tourism activities. In particular, competition from uncontrolled livestock grazing, ad hoc agricultural developments, over-exploitation of forest and veld resources, and/or random resettlement can destroy critical wildlife habitat and marginalize the viability of conservancies.

Given the looming conflict around the use of critical conservancy wildlife habitat, Namibia's CBNRM practitioners have identified the need to expand the regulatory authority of conservancies to a broader spectrum of competing and/or complementary uses of natural resources. Supportive policies that provide authority to conservancy committees to regulate and control the uses of land, rangelands, forestry and veld products, and fresh water fisheries have been identified as critical needs if conservancies are to implement, control and enforce an integrated approach to managing their natural resources.

While this outcome (Intermediate Result) has been designated as "not within the manageable interest of Phase II", the LIFE Programme continues to facilitate a number of strategic policy/legislative Programme in support of this outcome during the coming workyear.

Following are the activities within this output, which were supported during the reporting period.

2.1 Inputs Into MET Policy/Legislation Strategy Sessions (October - May):

The MET draft Wildlife & Parks Act was withdrawn following last November's review. MET staff felt the Act's wording and content to be inadequate, and assigned a working committee to redraft it. Substantial progress was made in redrafting the Act during the reporting period, but a copy has yet to be distributed for public comment.

CHART ONE: Continued

OUTPUT #1: To effectively and efficiently manage LIFE Programme activities.															
ACTIVITIES	OUTPUTS	RESPONSIBLE PARTY	1999			2000 Schedule									
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
1.7 Annual Budgetary Assessment	Budget update	LPT											>>	** *	
1.8 LIFE Programme Management Team Visit	More directed mgt. Inputs	LIFE Prog. Mgt. Team	*	**											
1.9 Workplan Development	Workplan	COP/LPT											** *	** *	
1.10 Programme Coordination/Communication:															
1.10.1 Coordination Meetings	Enhanced Coordination	LPT	** *	>>	>>	** *	** *	** *	** *	** *	** *	** *	** *	** *	
1.10.2 Meetings with USAID	Enhanced Coordination	USAID/LPT	*	*	>>	>>	*	*	*	*	*	*	*	*	
1.11 Six-Month Progress Review	Improved Planning	LPT							** *						

- Legend: COP - LIFE Programme Chief of Party
 Grantees – LIFE Project Grant Recipients
 LFM – LIFE Financial Manager
 LPT – LIFE Programme Team
 MET – Ministry of Environment and Tourism
 NGOs – Non Governmental Organizations
 RF – Rössing Foundation
 SC – LIFE Steering Committee
 USAID – United States Agency for International Development

2.2 Review and Interpretation of MET CBNRM Support Policies & Legislation (October – April):

On July 5, members of NACSO Secretariat and the LIFE COP held a meeting with the MET Permanent Secretary to discuss the apparent discrepancies in how the conservancy policies were being implemented and supported by MET. During this meeting the PS acknowledged that a major function of the CBNRM policy/legislation was to remove discriminatory practices against communal area residents. He further acknowledged that current MET procedures to allocate quotas for game were being performed in contravention of the policy/legislation, creating dual standards between white commercial farmers and communal area residents. In particular, the demanding process of applying for off-take quotas for huntable game, the time (several months) it has taken to have the quotas processed, and the requirement that MET accompany conservancy staff when game is removed for own-use purposes are all biased against communal area residents. The MET PS indicated that a round-table meeting between NACSO members and key MET staff should be held to resolve the problems.

2.3 Fresh-Waters Fishery Management Policies:

On November 14-16, the LIFE Programme co-funded (along with FAO) a regional fisheries workshop to explore the development of transboundary fishery policies on research and management for the countries of Botswana, Namibia, Zambia and Zimbabwe. Approximately 25 participants from the fore-mentioned countries and South Africa attended this highly successful workshop that was held in Katima Mulilo.

From June 4-7, the Namibia MFMR convened a second workshop with the above participants in Swakopmund to refine regional plans to support the development of transboundary fishery resources around Caprivi. A key component of this plan focuses on an effort to collect all fresh water fisheries legislation from Zambia, Botswana, Zimbabwe, and Namibia, and thereafter to compare the policies/legislation with the intent of harmonizing it in international waters.

2.4 Strengthening CBNRM Linkages With The Namibian Parliament (Continuous):

The strengthening of CBNRM linkages with the Parliamentarian subcommittee for Natural Resources has been deferred until the National CBNRM Association Secretariat has become fully operationalized.

2.5 Inputs Into Communal Lands Bill (As required):

No inputs were made into this activity during the reporting period.

2.6 Inputs Into Namibia Tourism Policy and Legislation (As Required):

Although a stakeholder workshop on the national Tourism Policy was held in February 2001, the final policy document has not yet been completed. Following a series of partner meetings, conservancy and individual inputs, LIFE, NACOBTA and the NACSO Secretariat co-ordinated a further documented submission to the Ministry of Environment and Tourism in May. This was followed by a meeting with the Directorate of Tourism to clarify some of the issues that the CBNRM program had requested to be included in the Policy and to request an opportunity for further consultation prior to finalisation of the Policy. The current draft is with the Minister for comment.

While the current Tourism Policy document is much improved over that first presented in

February, it is still weak in its support for community-based tourism and provides little cognisance of the potential of this sector to contribute towards development of the national economy and undeveloped regions of Namibia.

2.7 Interministerial Collaborative Workshop On Management of Common Natural Resources (March):

There were no activities undertaken in support of this initiative during the reporting period.

Chart Two depicts accomplishments during the planning period.

3.0 Effective Management of Natural Resources Through Representative Conservancy Management Committees That Are Formed, Operational And Self-Financing:

The creation and development of representative and effective conservancy management committees dictates that five key, developmental stages be passed through. Initially, there must be a fundamental understanding of issues relevant to the social, economic and ecological development of the area. This is accomplished through the undertaking of various studies. Secondly, communities must have an awareness of opportunities that exist, and they must have the knowledge to weigh whether development of these opportunities present long-term gains or costs to the broader community. Thirdly, should a community choose to form a conservancy, the community needs to be mobilized into a legally-recognized and constituted body. Fourthly, and in most instances in Namibia, there is a pressing need to strengthen or build the resource bases. This is particularly true in the northern parts of Namibia where two decades of military presence and uncontrolled poaching have resulted in abnormally low densities of wildlife in emerging conservancies. Lastly, the conservancy committees must have the requisite skills to manage their staff, resident natural resources and finances, and the entrepreneurial drive to generate an adequate amount of income to financially sustain the conservancy's operational costs and generate incentives for members to participate in management practices.

Phase I of the LIFE Programme placed major emphasis on the first three steps mentioned above, with the Programme thus far supporting the development of 14 different conservancies, with all being at different stages of development when LIFE II commenced. In contrast, LIFE II has focused heavily on the latter two steps discussed above, thereby seeking to achieve long-term sustainment of those conservancies in which LIFE has invested to date. This is not to say, however, that some continued support to the first three steps have not been made during LIFE II, as it was necessary to extend these steps to the new conservancies in the southern Kunene and Erongo Regions which have been targeted for LIFE II support.

For purposes of clarity and efficient planning, this output's activities are planned and reported against the steps described above.

CHART TWO: LIFE ACTIVITIES WHICH CONTRIBUTE TO IMPROVEMENT OF THE CBNRM POLICY/LEGISLATIVE ENVIRONMENT FOR INTEGRATED RESOURCE MANAGEMENT

October 1, 2000 – September 30, 2001

OVERALL GOAL: To improve the quality of life for rural Namibians through sustainable natural resource management.														
OUTPUT #2: CBNRM Policy/Legislative Environment for Integrated Resource Management Improved														
ACTIVITIES	OUTPUTS	RESPONSIBLE PARTY	2000			2001 Schedule								
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2.1 Inputs Into MET Policy/Legislation Strategy	Improved CBNRM Pol/leg. Environment	LPT/Grantees	>>	>*	** *	** *	** *	** *			** *	*		
2.2 Review and Interpretation of MET CBNRM Support Policy & Legislation	Improved CBNRM Pol/leg. Environ.	LPT	** *	** *	** *	** *	** *	** *		**		*		
2.3 Fresh-Waters Fishery Management Policies	Fisheries Policy for Conservancies	LPT, IRDNC	** *	** *	** *	** *	** *	** *						
2.4 Strengthening CBNRM Linkages With the Namibian Parliament	More informed dec. makers	NACSO	** *	** *	** *	** *	** *	** *				*		
2.5 Inputs Into Communal Lands Bill	Lands Leg. Reinforcing cons. Leg.	LPT/NACSO		>>				*						
2.6 Inputs Into Namibia Tourism Policy and Legislation	Tourism Leg. Reinforcing cons. Leg.	LPT/NACSO	** *	** *	** *	** *	** *	** *	** *	** *	** *	** *		
2.7 Inter-ministerial Collaborative Workshop on Management of Common Natural Resources	MOUs on coor. Support to groups managing common NR	MET/LPT			** *									

Legend: NACSO – Namibian Association of CBNRM Support Organizations

CBTO – Community-Based Tourism Officer

Consult. – Consultant

COP - LIFE Programme Chief of Party

IRDNC – Integrated Rural Development & Nature Conservation

LPO - LIFE Programme Officer

LPT – LIFE Programme Team

MET – Ministry of Environment and Tourism

DF – Deutscher Foundation

3.1 Improving The Social, Economic, and Ecological Knowledge Base For Improved Management of Communal Natural Resources In The LIFE Target Areas:

3.1.1 Studies In Support Of Developing The Emerging Conservancies In The Southern Kunene and Erongo Regions:

No special reports were carried out during the reporting period.

3.1.2 Conservancy Game Counts and Monitoring Systems (On-Going):

A large amount of effort went into planning and executing a road based game count that covered all of the registered and emerging conservancies in the North-West of Namibia. The count also covered commercial concession areas as well as the Skeleton Coast Park. It was a great success both in terms of (i) acquiring data on a number of important game populations (for quota setting and for monitoring population trends), and (ii) building working relationships between all of the institutional partners working in these areas. In excess of 250 persons were involved in the count. These persons were from the following institutions: conservancies, MET, DEA, RISE, IRDNC, WWF, NNF, SRT, concessionaires, the private sector, and volunteers from Windhoek. In excess of 5 million ha were covered by the count probably making it one of the biggest road based game counts ever undertaken. The count was followed by a participative workshop where the final game numbers were collectively estimated. The outcome was that there were significantly higher game populations in the areas than previously thought. For example, people previously thought that there were some 30,000 springbok whereas there are at least 75,000 (see copy of the game count poster).

This represents a much greater opportunity for communities to benefit from wildlife than previously thought. However, whilst there are many more animals in the north-west than previously believed, the game densities are very low. This makes harvesting (for live-sale or meat) extremely challenging. A technical manual has been compiled for the north-west game as well as a field training manual. The latter will be used to train people participating in the game counts. This rapid field training (half day) will take place prior to each count. It is envisaged that the counts will be repeated each year and the challenge will be to institutionalise these into the partners' annual work plans and budgets. It is estimated that if the game count is repeated in exactly the same manner, then the operating costs of future surveys will be of the order of N\$150,000 per annum (approx 3c/ha). This includes travel, food and wages for observers and drivers, but excludes salaries of trainers.

Ground-based game counts are presently been undertaken in East Caprivi conservancies, but the data will not be analysed until the next reporting period. The methodology of these counts is being tested during this count and the major challenge is to determine 'correction factors' that can be used to calculate population estimates from the actual count figures.

A moonlight water point count was undertaken in Nyae Nyae at the end of September and similarly, the data will be analysed during next reporting period and the methodology is still under development.

3.1.3 Devil's Claw Feasibility Study For The Nyae Nyae Conservancy:

The specialist Devil's Claw group in Namibia have still not responded with a suitable project proposal despite a number of reminders. It appears that they are not able to get over the cost-effectiveness hurdle (i.e. justifying the cost of the feasibility study against the

potential returns to the Community). Given the questionable cost-effectiveness of exploiting this resource, this activity is no longer viewed as a priority. However, the resource is not at this stage being discounted and if an acceptable motivation can be produced, then this activity will be re-established as a priority.

3.1.4 Timber Harvesting Feasibility Study For The Nyae Nyae Conservancy:

A no-cost study (to LIFE) was undertaken by the Department of Forestry. The study found there is insufficient forestry potential within the Nyae Nyae conservancy to justify the costs of commercially exploiting this resource, particularly given the distance to markets. The area to the west of Nyae Nyae appears to have some potential and if this were to become a Conservancy then forestry could be a natural resource that the community could derive some benefits from.

3.1.5 Review Conservancy Game Guard (CGG) Monitoring Systems In Caprivi Conservancies, Nyae Nyae Conservancy and Assist RISE To Develop CGG Systems In The New Erongo Conservancies:

The CGG systems in east Caprivi have been restructured around a system that has become known as the 'Event Book' system. The work of CGGs' in both Caprivi and the arid North-West has been reviewed and their 'job descriptions' captured onto posters (see Community Game Guard posters).

The work of the CGG has also been analysed in the context of how they fit into the institutional structure of the Conservancies. CGGs' are seen as having three main functions: (i) extension agents to ordinary community members, (ii) providing management services to the Conservancies, and (iii) providing data/information about the state of the natural resources and resource use to the conservancy committees'.

The institutional relationships and information and control flows between the CGGs' and the Committees' is captured in the attached poster. The different hierarchal levels have been colour coded and is know as the "Red-Blue-Black" system (see Red-Blue-Black Book Poster).

3.1.6 Training of Conservancy Committees & Staff On Data Collection & Analysis:

A number of workshops were held in each conservancy in East Caprivi where the information collected by the community game guards (in their event books) was analysed and graphically displayed into monthly 'incident' charts. These graphs, together with charts from historical data, were used to demonstrate to conservancy committees how to analyse and use data. The data were then taken a step further by summarising the monthly charts into long-term graphs. An interpretation of these and other monitoring outputs was given and a monitoring manual distributed (see Data Flow Poster). This process was also done at #Khoadi //Hoas together with partners from IRDNC and RISE.

These efforts are only a start. It is essential that the exercise be repeated over the next few years to embed the principles of data collection and use. Also, the work needs to be broadened to other areas (Kunene and Erongo).

The next planned intervention will be to initiate an annual natural resource audit. The first, in Caprivi, is scheduled to take place in the first month of the new year. Each conservancy

will be visited and all of the past year's data captured and analysed. From these, an annual natural resource report will be compiled for each conservancy.

3.2 Mobilizing Communities Into Legally Recognized Bodies:

The number of registered communal area conservancies remained at 14 through the duration of the reporting period (see Table One), covering an area of 3,852,500 hectares. The estimated number of people involved with development and operation of these 14 conservancies is 30,833. A review of the number of emerging conservancies in August found that an additional 34 communal area communities are in the process of forming conservancies. The registration of all 48 conservancies would cover in excess of 10 million hectares and incorporate between 100,000 – 150,000 people. Table One provides cumulative details for the 14 registered communal area conservancies.

Table One. Dates of registration, region, size, and estimated populations of the registered communal area conservancies.

Conservancy	Region	Date Registered	Estimated Population	Size (In Hectares)
Nyae Nyae	Otjozondjupa	Feb., 98	2,288	900,300
#Khoadi //Hoas	Kunene	June, 98	2,851	336,600
Salambala	Caprivi	June, 98	7,135	93,000
Torra	Kunene	June, 98	1,440	352,200
Doros !Nawas	Kunene	Dec., 99	1,048	407,300
Kwandu	Caprivi	Dec., 99	6,041	19,000
Mayuni	Caprivi	Dec., 99	1,476	15,100
Uibesen	Kunene	Dec., 99	230	28,600
Wuparo	Caprivi	Dec., 99	4,320	14,800
Purros	Kunene	April, 00	270	356,800
Ehi-ruvipuka	Kunene	Feb., 01	1,818	208,100
Marienflus	Kunene	Feb., 01	432	303,400
Oskop	Karas	Feb., 01	94	9,000
Tsiseb	Erongo	Feb., 01	1,440	808,300
TOTALS			30,833	3,852,500

New conservancies that LIFE and/or its grantees assisted during the reporting period include the Uukwaluudhi and Sorris Sorris Conservancies. By the end of the reporting period both of these conservancies were close to registration, with official gazettment being anticipated early in the next reporting period.

3.2.1 Awareness Workshops and Study Tours for Emerging Conservancies (Continuous):

The LIFE Community Development Officer organized and facilitated two study tours during the reporting period: 1) from may 21-25, the CDO facilitated a contingent of Uukwaluudhi Committee members to visit the Nyae Nyae Conservancy; 2) from June 11-14, community representatives from the Kavango Region also visited the Nyae Nyae Conservancy. In both instances, the participants ere able to observe such technical matters as: water development/protection; boma maintenance; game translocations; financial management systems; trophy hunting; and benefits distribution. The visits were highly successful.

3.2.2 Support To Conservancy Committees (Upon Request):

No special support to non-target conservancy committees was provided during this period.

3.3 Developing and Managing The Natural Resource Base (Continuous):

3.3.1 Supporting the Development of Conservancy Management Plans In Nyae Nyae, #Khoadi //Hoas, Salambala, Torra, Doros !Nawas, Tsiseb, and //Huab Conservancies (Continuous):

Management planning workshops have been held in the #Khoadi //Hoas and Kwandu Conservancies during the reporting period. These workshops, have concentrated on the background, components and format of management plans, while seeking to involve a wide range of stakeholders in the development of integrated natural resource management plans.

From August 6-10, the LIFE CDO facilitated a workshop with the MET National Remote Sensing Centre on Participatory Resource Mapping for the Uukwaluudhi Conservancy. Additionally, the CDO liaised closely between the Uukwaluudhi Committee, the MET, NNF and the fencing contractor on the construction of the game-proof fence around the Uukwaluudhi Community Game Reserve. By the closure of the reporting period, 7 kilometers of fence had been constructed, two boreholes drilled, and one borehole refurbished.

3.3.2 Game Translocations Into Nyae Nyae, Salambala, and Other Conservancies (March – August):

Salambala: 95 impala were introduced into Salambala from Botswana. This operation was undertaken by a commercial operator from Botswana following a tender issued last year. Post release mortalities were higher than acceptable and the rest of the operation (to introduce more impala) was cancelled.

Nyae Nyae: 250 Red hartebeest were introduced into Nyae Nyae from the commercial (Seeis) Conservancy in central Namibia and 48 oryx were purchased with the NNC funds received from the trophy hunting concession agreement.

The hartebeests were part of an exchange arrangement where Springbok were captured in Torra conservancy and released in the Commercial conservancy, Seeis. However, far fewer springbok (35) were captured than envisaged and the lesson learnt was that the capture of springbok in the open and rocky plains of the northwest is an extremely challenging prospect. Whilst the terrain undoubtedly makes capture extremely difficult, this is made worse by the inherently low game densities in these areas. Whereas total population estimates (from the recent game counts) indicate that there are many more animals in these areas than previously thought, the numbers per square km are nevertheless very low (because the conservancies are so large). This plays havoc with efficient game capture. A concern is that when this region is again exposed to severe drought there will most likely to be mass game mortalities. In such a situation, de-stocking through game capture may not be a viable management tool that conservancies can use. This issue needs to be explored further in order to capture benefits that otherwise would be lost during severe droughts.

3.3.3 Investigating Means of Securing Water Point Sustainability In Nyae Nyae Conservancy (January – August):

A revised proposal for funding a programme to protect village and game water points was submitted by the NNC to the Game products trust fund. They are awaiting a response from the MET.

3.3.4 Investigating Means of Securing High Quality Management of Disease-Free Buffalo Herd In Nyae Nyae Conservancy (March – September):

Securing a joint venture arrangement with a private sector partner to provide high quality management for the buffalo herd failed to make any progress. The main reason for this was that the Foot and Mouth outbreaks in South Africa, and later in the UK, removed the enabling environment for exploring any other management options. Nervous veterinary authorities would simply not be prepared to consider any movement or marketing buffalo. Worse, there was a risk that by drawing attention to the presence of buffalo in a surveillance zone that they may be destroyed or relocated further north thereby removing any hope of them being considered disease free buffalo.

The buffalo have remained in the quarantine camp under the management of MET. Interestingly, their breeding performance of the herd has exactly matched the "Expected scenario" that was modelled during the 1998 buffalo management workshop. Consequently, the herd is not suffering (i.e. weaning approx. 66%, adult mortality less than 5%) so there is not cause for urgency. Whilst the herd is currently performing well, there is no room for complacency. When an enabling environment returns, the issue of securing high quality management for the buffalo should be reopened.

3.3.5 Assist Conservancies To Develop Policies and Operational Procedures:

During the previous reporting period, Dr Flip Stander of MET was consulted to assist in the preparation of a problem animal strategy to: (i) develop MET approved problem predator policies and strategies for conservancies; (ii) train key conservancy personnel to implement these policies; and (iii) train community game guards to monitor predators as part of the monitoring plan. Elephant problems in the north west are being tackled through grants to the Game Products Trust Fund that will be used to develop and protect game water points, whilst also building associated income-providing camp sites.

During the present reporting period, the above focus on animal conflict issues was followed-up by assisting the MET and LIFE partners to organize a major workshop on Animal Conflict from July 5-7. The workshop brought together regional specialists from Zimbabwe, Botswana, and South Africa to work with Namibian stakeholders on the development of a strategy to lessen animal conflict and deal effectively with true problem animals. The workshop was highly successful, with more than 90 representatives from 24 conservancies, MET, and support NGOs actively participating.

3.4 Improving Community Skills In Financial and Enterprise Management (On-going):

3.4.1 Assistance to Tourism Joint-Venture Negotiations:

A) #Khoadi //Hoas Conservancy (October - January):

Discussions have been initiated separately with the holder of the Hobatere concession and the Directorate of Tourism at the MET. According to the DOT the concession expires in

four years time and its renewal to the present holder will be strongly dependant on the initiative and progress he makes during this period in forming legally binding joint venture/benefit sharing agreements with the neighbouring conservancies. The separate discussions held with the concession holder indicate that he understands and fully accepts these requirements for renewal and accordingly he has been holding discussions with the Neighbouring conservancies with a view to finalise a joint venture during the remaining four years of his tenure. Furthermore he has demonstrated a willingness to hold frank, open and constructive discussions with the Life Project's Joint Venture Promotions Specialist. It is therefore anticipated that the Life Project will be able to play a more formal facilitating role between the two parties during the next few months.

B) Impalila Conservancy (October - March):

Separate meetings were held with the Impalila Conservancy and the shareholders/ operators of Savanna Lodge on 30 May 2001. The conservancy committee still appears to be weak and they reported that the community is still divided with respect to the way forward with regard to the formalisation of the conservancy. The meeting with the lodge shareholders indicated that they were not prepared to formalise any joint venture or benefit sharing agreement until the following was in place:

- The conservancy becomes a formal and legal entity that is accepted as such by the majority of the community.
- The committee of this legal entity demonstrates a competency and transparency in managing the conservancy' financial affairs.
- The community, as a whole, demonstrates a willingness and competency to protect and manage the wildlife resources on the Chobe flood plain and meet certain other obligations such as maintaining a domestic livestock free zone in front of the lodge.

However, after some deliberation and negotiation the shareholders modified their stance as follows:

- Until such time as the conservancy met the above obligations the lodge would pay a percentage turn over into a trust fund jointly administered by the lodge and the conservancy;
- The percentage of turnover to be paid into this trust would be negotiated on the basis of a survey of Southern African joint venture agreements undertaken by the LIFE project. An important requirement in this regard would be formulation of penalty/reward scale whereby the percentage could be increased or reduced in accordance with the degree to which the conservancy met their obligations as stipulated in the final joint venture agreement

At a meeting held the following day with Susuwe Lodge owners, a way forward similar to the above was agreed to. As with Savanna Lodge, circumstances related to a divided community are not conducive to the negotiation of a mutually beneficial joint venture agreement for Susuwe.

C) Salambala Tented Camp (January - April):

This activity remains on hold because of the existing low-level of tourism in Caprivi, resulting from the UNITA conflict along the Angola/Namibia border and regional turmoil surrounding unrest in Zimbabwe.

D) Spitzkoppe Joint Venture:

LIFE staff, working closely with NACOBTA, continued to provide support to the Spitzkoppe Community Development Association in their efforts to complete negotiations, finalise and sign a Joint Venture Contract. In particular, the following activities were supported: Facilitation of second investment proposal presentation, negotiation skills training, facilitation of analysis and decision making workshops, liaison and co-ordination with two final investors, facilitation of negotiations with chosen investor, drafting and finalisation of contract (including GPS of site and area maps) and co-ordinating the PTO "change of use" process with Ministry of Lands Resettlement and Rehabilitation. A document outlining lessons learned in the form of a case study, will be completed soon.

E) Ugab Wilderness Camp:

LIFE staff, together with NACOBTA and RISE, have continued to provide support to the development of this new community tourism initiative, which boasts an innovative approach to enterprise management through partnership.

The Campsite infrastructure is now almost complete and the camp is receiving a constant stream of tourists (income since April = N\$60,000). The local staff is receiving day to day hands-on training in the management of the camp from the NACOBTA appointed (private-sector) Camp Manager and they are now poised to take over the management themselves under supervision for a trial period of three months. Once the enterprise is adequately run by local staff, the Camp Manager will concentrate his efforts on establishing a fixed accommodation tented camp, adjacent to the main Campsite. This will be formalised in a joint-venture agreement which NACOBTA and LIFE Business Advisors have been facilitating, and will offer an additional accommodation option to tourists that complements the more basic Campsite run by the community. Ten percent of earnings from the tented camp will be retained by the Conservancy in addition to the 100% from the Campsite. The Camp Manager will be available to assist the local Campsite management where required in this innovative private sector-community partnership.

F) African Eagle Joint Venture Contract:

This company has indicated that they are no longer interested in joint venture possibilities in conservancies.

G) Ehirivopuka/UNIC Joint Venture:

United Investment Company(UNIC) is a Namibia black empowerment group that submitted a bid on the Spitzkoppe joint venture but was unsuccessful due to reasons only be known to the community as their proposal was judged, on the basis of purely business and financial criteria, by the LIFE Programme to be superior to the winning bid.

As an aftermath to this, UNIC approached the LIFE Programme for support in locating other possible joint venture opportunities in conservancies. In response to this request the company was taken by the Joint Venture Advisor on two reconnaissance trips to conservancies in the North West. During these trips members of the company were introduced to conservancy committees and shown potential lodge sites. UNIC directors were also introduced to well established upmarket lodge operators including Wilderness

Safaris and CC Africa for the purpose of facilitating marketing and/or lodge management partnerships. These efforts have culminated in UNIC submitting a formal proposal for establishing a joint venture lodge on the Ombonde River in the Ehirevopuka conservancy. This proposal is very favourable in terms of conservancy benefits, occupancy forecasts and potential financial viability. The proposal also includes the proviso that Wilderness Safaris will participate in the marketing of the lodge. With LIFE Program support, NOCOBTA staff have run training courses and arranged exchange visits for the conservancy in preparation for negotiating an agreement with UNIC in response to their proposal.

In support of the above activities, the LIFE Business advisor has liaised closely with IRDNC and NACOBTA to assist with:

- Review of UNIC Proposal;
- Joint venture training to the committee; and
- Undertaking an exposure trip with the committee to Spitzkoppe, Uibasen, and Torra.

H) Wilderness Safaris:

This company and the Torra Conservancy have over the past year been experiencing tensions in their otherwise very successful joint venture operation at Damaraland Camp. These tensions were related mainly to grievances the staff and conservancy committee members had with the local camp management. Following an unsavoury incident when the LIFE Review team visited the camp in August the long-standing problem came to a head. This culminated in the WWF LIFE office calling and mediating a meeting between Wilderness senior management and an aggrieved member of the evaluation team at the WWF LIFE office. As a result of this meeting, the camp management were transferred elsewhere and a new camp management team appointed. This seems to have resulted in eased tensions between the Torra Conservancy and Wilderness Safaris. An even more desirable consequence of these events has been the establishment of a mutually beneficial and hopefully durable relationship between the WWF LIFE office and the Wilderness Safaris executive.

D) Schoemans Camps:

Following a series of meetings between Andre Schoeman, some of them involving the concerned communities and IRDNC representatives, the Joint Ventures Promotions Specialist has concluded that this operator will not easily be persuaded to enter into any benefit agreements with the conservancies he operates in at present. Basically he appears to be anti the conservancy concept and believes wildlife resources are deteriorating under conservancy management. Hence he cannot see any reason why, in these circumstance, the conservancies should be rewarded through benefit sharing. As a consequence of this attitude the LIFE programme feels that any direct negotiation with Andre Schoeman is for the time being futile and they have advised the affected conservancies via IRDNC to take the initiative and write formal letters of demand and invite Schoeman to a meeting where the conservancies can officially state their case and listen to his views on the conservancy concept.

J) Poachers Camp:

This highly sought after site in the Torra Conservancy has been the focus of a number of joint venture proposals and site visits by the private sector. The proposals submitted include submissions by Omni, Damarana Safaris and UNIC. Site visits by Damara Safaris and UNIC were also facilitated. These proposals have not had a favourable response from the conservancy committee and it has been concluded that no such ad hoc submissions should be entertained in future and the way forward should focus on tourism development and business plan for Torra Conservancy.

K) Bruckaross Campsite:

The LIFE Business & Institutional Advisor (BIA) worked closely together with the NACOBTA Business Advice Unit to assist them to develop this new community tourism initiative, based on a spectacular “pseudo-volcano” in the south of the country. In particular, emphasis was given to careful planning of the product (campsite & walking trail), construction techniques and introducing appropriate management systems and training community members from the start. The support provided by the LIFE BIA was intended to provide a framework for the Business Advisors to utilise elsewhere, with other enterprise developments.

The campsite was opened in June by the Deputy Prime Minister and is registering a steady flow of visitors, with income to date of more than N\$5000. Since its official opening, an additional campsite at the base of the mountain, catering for non-4x4 vehicles, has been opened.

The Bruckaros campsite is the first operational community based tourism enterprise in the south of the country. Three or four other enterprises are planned over the next 12 months.

3.4.2 Assistance To Conservancies in Negotiating Their Trophy-Hunting Concessions:

From October – November, LIFE staff provided assistance to Nyae Nyae, Torra, Purros and #Khoadi //Hoas Conservancies to apply for hunting quotas. MET eventually responded in February (after five months) with a circular letter to say that no quotas will be issued until management plans and previous season’s off-takes have been submitted to MET. In April, the MET subsequently informed the conservancies that provisional quotas would be allocated to the respective conservancies, but that the conservancies would have to submit a management plan by the end of May to retain the quotas. In the process, the MET offered its support and services in developing the management plans for the Conservancies. Unfortunately, this assistance was never received and none of the conservancies have yet to submit the requested management plans. While the MET has not revoked the quotas, the initial delay in acquiring the quotas has created problems for both the conservancies and their partner professional hunters. In the case of the Salambala Conservancy, the professional hunter, Mr. John Wambach, has accused the conservancy of violating its contract by not providing the quota in a timely fashion and has stated that he was unable to fully market his bird hunts as a consequence.

In July, the MET awarded a small quota to the Doros Nawas Conservancy. As the hunting season was already half over, it was determined that a full tender and award process would not allow the conservancy to find a partner this year. Alternatively, it was decided to approach a professional hunter, Kai Uwe Denker, and negotiate an arrangement for the remainder of the hunting season. The negotiations were very successful, and by early

August an agreement of N\$42,000 was signed by both parties. The first hunt in the Doros Nawas Conservancy was then held in September.

3.4.3 Development of Conservancy Financial Management & Planning Systems (Continuous):

- Development of Standardized Financial Management Systems For Conservancies: The NNF finalized the conservancy financial management system, and through the IRDNC, has begun to implement the system in the conservancies the NNF is supporting in Caprivi; and
- Brandberg Mountain Guides and Spitzkoppe: The LIFE Business Advisor worked closely with NACOBTA to improve the administrative and financial management systems of these two successful enterprises.

3.4.4 Award of Direct Grants To Registered Conservancies (Continuous):

One additional National CBNRM Programme grant was awarded to the Uukwaluudhi Conservancy through the NNF during the reporting period. In addition, the grants to the Kwandu, Mayuni, and Wuparo Conservancies were renewed for a second year.

Chart Three highlights activities that were carried out in support of this Intermediate Result during the reporting period.

4.0 Namibian Capacity To Support An Integrated National CBNRM Programme Established:

Substantial progress was made in building CBNRM support capacity in Namibian organizations during LIFE I. However, the rapidly escalating demands for additional supportive assistance has far outstripped the ability of the National CBNRM Programme to meet demands. Thus, a continued important focus of LIFE II is to further promote an increase in the capacity of Namibian organizations to support the National CBNRM Programme. This is being accomplished by expanding the number of organizations supporting the CBNRM Programme and further expanding the capacity of those organizations which have already received support from the LIFE Programme.

Concomitant with the above, steps have been initiated to hand-over the supportive services which WWF, through the LIFE Programme, is currently providing to the National CBNRM Programme. In this regard, LIFE II is assisting with the establishment of a structural framework for the National CBNRM Programme, and in the process, systematically devolving the major services WWF is providing to appropriate Namibian organizations.

Progress against this outcome has been documented against the following two subdivided sections.

4.1 Enhancement of Namibia Capacity To Support An Integrated National CBNRM Programme (Continuous):

4.1.1 Expansion of CBNRM Support Institutions:

A) Institute For Management & Leadership Training (IMLT):

The IMLT was contracted by WWF to carry-out assessments of entrepreneurial opportunities in conservancies found in northwestern Namibia and Caprivi. During the reporting period, initial assessments were held in the Torra, Khoadi//hoas, and Uibesen Conservancies in the northwest, and the Salambala Conservancy in Caprivi.

CHART THREE: LIFE ACTIVITIES WHICH CONTRIBUTE TO EFFECTIVE MANAGEMENT OF NATURAL RESOURCES THROUGH REPRESENTATIVE CONSERVANCY MANAGEMENT COMMITTEES WHICH ARE FORMED, OPERATIONAL, AND SELF-FINANCING

October 1, 2000 – September 30, 2001

OVERALL GOAL: To improve the quality of life for rural Namibians through sustainable natural resource management.														
OUTPUT #3: Effective Management of Natural Resources Through Representative Conservancy Management Committees Which Are formed, Operational and Self-Financing.														
ACTIVITIES	OUTPUTS	RESPONSIBLE PARTY	2000			2001 Schedule								
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
3.1 Improvement of the knowledge base:	Better info. To guide mgt. & decisions	RISE/LPT				>>	>>	>>						
3.1.1 Studies in support of developing the emerging conservancies in the Southern Kunene & Erongo Regions														
3.1.2 Conservancy game counts & monitoring systems		MET/NRT/IRDNC NRE					***	***	***	***	***	***	***	***
3.1.3 Devil's Claw Feasibility Study for NNC		BA/NACOBTA/et LPT/Consultant		>>	>>	>>	>>	>>	>>	>>	>>	>>	>>	>>
3.1.4 Timber harvesting Feasibility Study for the NNC		Forestry		***	***	***	***	***	***	***				
3.1.5 Review Conservancy Game Guard (CGG) Monitoring Systems In Caprivi Conservancies, Nyae Nyae Conservancy and Assist RISE to Develop CGG Systems In The Erongo Conservancies		LPT/IRDNC/ RISE/ NNDF		***	***	***	***	***	***	***	***	***	***	***
3.1.6 Training of Conservancy Committees & Staff On Data Collection & Analysis		MET, NRP, IRDNC, RISE, MIU		***	***	***	***	***	***	***	***	***	***	***
3.2 Increasing community awareness & knowledge of NRM opportunities & constrains	Increased awareness of NRM opportunities													
3.2.1 Awareness workshops and study tours for emerging conservancies		LPT/grantees	>>	>>	>>	>>	>>	>>	>>	>>	***			
3.2.2 Development of potential conservancy viability screening tool		LPT, NACSO	>>											

CHART THREE: continued

OUTPUT #3: Effective Management of Natural Resources Through Representative Conservancy Management Committees Which Are formed, Operational and Self-Financing.

ACTIVITIES	OUTPUTS	RESPONSIBLE PARTY	2000			2001 Schedule									
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	
3.3 Mobilising communities into legally-recognised bodies	Increased no. of registered conservancies														
3.3.1 Supporting the development of Conservancy management plans in Nyae Nyae, #Khoadi //Hoas, Salambala, Torra, Dorro !Nawas, Tsiseb and //Huab Conservancies"		NRP/NRT/MET, MIU	***	***	***	***	***	***							
3.3.2 Game Translocations Into Nyae Nyae, Salambala and other Conservancies"		NRP/NRT/MET							***	***	***	***	***		
3.3.3 Investigating means of securing water point sustainability in Nyae Nyae Conservancy		NRT/NRP					***	***	***	***	***	***	***	***	***
3.3.4 Investigating means of securing high quality management of the disease-free buffalo herd in Nyae Nyae Conservancy		NRP/NRT/MET	>>	>>	>>	>>	>>	>>	***	>>	>>	>>	>>	>>	>>
3.3.5 Assist Conservancies to Develop Policies & Operational Procedures		NRT/MET				***	***	***	***	***	***	***	***	***	
3.4 Developing & maintaining the natural resource base	Improved & sustained resource base														
3.4.1 Assistance to Tourism JV Negotiations		NACOBTA, IRDNC, LPT	***	***	***	***	***	***	***	***	***	***	***	***	
3.4.2 Assistance to #Khoadi //Hoas Conservancy in Negotiating Trophy Hunting Concession		LPT	***	***	***										
3.4.3 Development of Conservancy Financial Management & Planning Systems		LFM, RF, NNF, IRDNC	***	***	***	***	***	***	***	***	***	***	***	***	
3.4.4 Award of direct grants to registered conservancies		NNF, NACSO	***	***	***	***	***	***	***	***	***	***	***	***	

Legend: BA – LIFE Business Advisor
 CBNRM-TA – LIFE CBNRM Technical Advisor
 COP - LIFE Programme Chief of Party
 IRDNC – Integrated Rural Development & Nature Conservation
 KH - #Khoadi //Hoas Conservancy
 LFM – LIFE Financial Manager
 LPO – LIFE Programme Officer
 LPT – LIFE Programme Team

MET – Ministry of Environment and Tourism
 NACOBTA – Namibia Community-Based Tourism Association
 NNF – Namibia Nature Foundation
 NRP – Natural Resource Planner
 NRT – Natural Resource Technician
 PME-IDS – Program M&E/Institutional Dev. Spec.
 RF – Rössing Foundation

4.1.2 Assistance To The MET In Building Their Human Resources Development Systems and Staff Skills (Continuous):

The LIFE grant to the MET to bolster its capacity through human resources development and training has provided a platform for extensive amounts of training and planning during the reporting period. Key accomplishments included:

- A strategic planning workshop was held for Department of Parks and Wildlife Management (DPWM) in early April to look at the strategic vision and long-term plans for the new DPWM;
- The DPWM planning workshop was closely followed by a strategic planning workshop for the Directorate of Scientific Services. This latter workshop was very successful for the DSS in articulating its own vision and strategy;
- A three-year Training and Development Plan for the DPWM was finalized and approved by the MET Training Committee in May;
- From June 18 – July 13, a total of 14 Rangers were indoctrinated through the first-ever Ranger Induction Course. This 4-week course was highly successful, and has provided 14 Rangers with an introduction to some of the basic, practical knowledge and skills required to carry out their duties. The course is to be held annually from this year onwards;
- The Polytechnic of Namibia one-year Conservation Certificate course continued on throughout the reporting period. A total of ten MET Rangers are enrolled in this special Certificate course, which is designed for experienced Rangers with extensive practical skills, but lower levels of literacy;
- Seven MET Wardens were funded to participate in the SAWC week-long course on Problem Animal Control. Unfortunately, the course was not highly received, as it was geared more towards PAC issues in the RSA and did not deal with dangerous animals like lion, leopard, cheetah, and elephant that are the brunt of PAC incidents in Namibia;
- Five MET Wardens were funded to participate in the SAWC week-long course on Integrated Strategic Planning for the development of Park Management Plans. This course was very applicable and well-received by the participants;
- A total of 150 sets of a six-book series for Distance Education in Supervision and Leadership have been distributed to Rangers and Wardens in all regional offices. Thus far, only a small number of the recipients had successfully completed the courses; and
- The first and second phase of a pilot programme to strengthen English language skills among MET Rangers was completed. The first phase focused specifically on an analysis of the situations that Rangers must deal with and the specific types of English language needs to successfully deal with these situations. The second phase entailed the development of the specific training materials, which are now being field-tested by the first group of US Peace Corps Volunteers who are providing Ranger English Training at select sites in the regions.

The above activities have made significant contributions towards strategically aligning MET mandates and the provision of basic, practical training skills for MET field staff. While these contributions are meaningful, the LIFE Programme is concerned that human resource development and training approaches will not be institutionalised by the MET, and once the LIFE Human Resources Specialist departs that little systematic training will take place. This concern is driven by the absence of any counterpart for the LIFE Human Resources Specialist, meaning that no MET staff are absorbing the vast amounts of

knowledge and skills he can offer, nor will anyone be in a position to maintain the systems and approaches he has developed.

Detailed reports on this grant's activities, and the supportive role of the LIFE Human Resources Specialist, are available upon request.

4.1.3 Building and Promoting The Capacity of NACOBTA To Support The Community-Based Tourism Sector (Continuous):

Organisational restructure – following the departure of the Management Mentor to LIFE to take up the position of Business & Institutional Advisor, it was necessary for NACOBTA to restructure the organisation and review staff roles and responsibilities. With the assistance of the LIFE BIA, NACOBTA has developed a new organisational structure. The main features of the new structure are the creation of a Deputy Director position and Co-ordinator positions for the three main “Units” of Business, Training and Financial Services. This is aimed at delegating more day to day supervision of these Units to the Co-ordinators as well as creating a natural “Management Team” comprising the Director, Deputy Director and Unit Co-ordinators. In addition, the Deputy Director is expected to take responsibility for day to day office management, whilst the Director will carry overall responsibility for the strategic direction of the organisation, advocacy, high level representation and strategic interventions such as community disputes.

Senior management team – since the development of a NACOBTA Senior Management Team, the LIFE BIA has been requested to attend meetings in order to provide advice and join key discussions. This represents an important forum where management issues can be discussed and joint decisions agreed. The creation of this forum has also ensured that management decisions are shared and not the sole responsibility of the Director.

Policy formulation – in recent years as NACOBTA has grown as an organisation, management decisions have been hampered by a lack of formal policy or guidelines. The LIFE BIA has assisted the Director in identifying suitable policy documents from other partner NGOs and proposed a process to be followed in obtaining agreement from staff and management committee for the final document. The adoption of NACOBTA operational policy and staff guidelines will provide a much-needed framework for day to day organisational decision making.

Booking and Information system – Following feedback from the private sector in Namibia and overseas, NACOBTA has embarked on a DfID funded (Tourism Challenge Fund) project that will establish a booking and information service. The project will run from February 2001 to end January 2004.

This project, will in the short term, establish and operate an effective community based tourism (CBT) Information and Booking System and in the longer term establish an associated community tourism Tour Operator function. Both these facilities will be based on the principles of “fair trade in tourism” and are expected to contribute to the growth of the community based tourism sector in Namibia and in particular assist in generating additional income and employment opportunities. In addition, once established, it is expected that the booking office will be able to generate income through commission on bookings made of other tourism accommodation, facilities and activities. This will contribute to the running costs of the office, which after three years should be self-sustaining. The booking office will also gradually assume responsibility for all marketing

activities, which will be handed over by the NGO staff to the Booking Co-ordinator. In the absence of current capacity at NACOBTA, the LIFE BIA is acting as temporary Project Manager. This role will be handed over to NACOBTA staff during the next work period.

To date, this project has had a number of consultative meetings with representatives from the private sector in order to determine what the system should look like and how it should operate. Following this, an infrastructure and communications audit has been undertaken for several of the CBTEs in the North West to identify shortfalls in product quality and communication needs. Recommendations from this audit will be passed back to the NACOBTA Business Advice Unit who will implement the necessary upgrading at each enterprise.

Establishment of a CBT Construction Support Unit - Recent experience of community tourism infrastructure completed by NGOs suggests that both the product and the process could be improved. In particular, NACOBTA as the lead CBT NGO, has struggled to assist communities in the design and construction of appropriate tourism products.

As a result of this, it was felt by NACOBTA, WWF/LIFE and the EU Namibia Tourism Development Program (NTDP), that a more professional approach is needed. Consequently, under the co-ordination of the LIFE BIA, an advertisement seeking expressions of interest from suitable builders was placed in the national newspapers at the beginning of May 2001. This advertisement was an attempt to find builders who had both the technical skills and resources and could demonstrate a commitment to become partners in the development of CBT infrastructure in Namibia.

WWF/LIFE received 21 applications and had direct discussions with approximately 6 of these to provide clarification. The applications ranged from small builders with limited experience to large construction companies with previous experience of significant construction projects. Many of the applications appeared to be “just looking for work” and made little or no attempt to tailor their applications to suit the needs of the advertisement.

In the appraisal process a matrix was used that attempted to measure the following attributes; resources available, transport costs, labour costs, supervision plans, other costs, previous experience and overall impression. Where appropriate, a score out of 10 possible points was allocated and an overall score out of 30 was recorded. Additional, qualitative comments were made for some of the attributes. Since many of the applications were incomplete in terms of information it was only possible to score 14 out of the 21 applications.

Following the recruitment process, the LIFE BIA assisted NACOBTA to develop terms of reference and employment contracts for both a full-time construction consultant and design consultants who will be utilised on an “as-needs” basis. In addition, a comprehensive budget analysis and construction cost analysis was completed to enable NACOBTA to identify how they will manage this new initiative.

It is expected that the use of tourism product designers and dedicated construction staff will improve the quality of community tourism products, assist in developing consistency between products and go some way towards developing a community based tourism “product image” in Namibia. In addition, the utilisation of professional design and construction staff will be a more efficient way for NACOBTA to meet this important area

of need within the national program.

4.1.4 Institutional Capacity and Management Support To The Nyae Nyae Conservancy and Development Foundation (Continuous):

The Nyae Nyae Conservancy continues to receive significant amounts of LIFE Programme support. However, this support is being offered indirectly through the grant, combined with strategic inputs into activities that allow the conservancy to become more managerially independent. Such activities during the reporting period included:

Conservancy Financial Management - LIFE provided further funds to extend the Financial Consultancy to enable a Review of Progress Made Towards Sound Financial Management Systems. A follow up visit to the previous financial consultancy was made to assess how well the conservancy was utilising the introduced systems. In particular, the consultant worked with the management staff on the following areas; use of supporting documents, identifying outstanding financial issues, checking cashbooks for accuracy, reviewing accuracy of expense summaries, compiling the financial reports for each account, reviewing expenses versus budget, compiling a revised budget and preparing a financial report for the board meeting. It was found that, in general, the staff have adapted well to the new financial management systems and were relatively competent in terms of accuracy. Although some discrepancies were found, they were mainly due to lack of accurate application of the forms rather than any financial problems. In conclusion, the consultant indicated that in her opinion, the conservancy is capable of running their finances, but will require further monitoring and support in using the budget.

Conservancy Financial sustainability - The Nyae Nyae Development Foundation Management Mentor, with assistance from the LIFE BIA, have begun to look at long-term conservancy sustainability. A previous study, completed by David Callihan in January 2001 and updated again in July 2001, attempts to project future conservancy income and expenditure in order to assess the likelihood of the conservancy becoming financially self-sufficient. This is a useful document in terms of starting the process of discussion and planning. Current work is attempting to identify the process that the conservancy needs to follow to address the issue of financial sustainability. This process will be facilitated by the Management Mentor and will include: awareness training on the meaning of sustainability, a review of previous attempts at addressing sustainability, an analysis of David Callihan's report resulting in acceptance or rejection of the projections regarding income and expenditure, obtaining agreement of the need to cut costs and/or increase income, identifying core activities and their costs in all sectors, developing a sustainability or financial management plan, agreeing on a process for cutting costs and/or increasing income and finally producing an action plan and schedule. This process will require the involvement of management staff, the board and all supporting stakeholders.

Sustainability of the Craft Program – The Rossing Craft Program staff, together with input from the LIFE BIA, designed and implemented a Craft Review Workshop with the objective of identifying the most effective and practical way forward for the management of the Nyae Nyae Craft Program. This was done in the context of the possible withdrawal of Rossing support to Nyae Nyae at the end of their current grant (April 2002). The workshop successfully identified the key issues and proposed three possible models for the craft program management. Rossing Craft Program staff are currently field testing one model, which would require the conservancy management staff to be more actively involved in providing support to the craft manager and better co-ordinating the use of conservancy

resources (vehicles, funds etc.). It is expected that serious consideration will be given to the need for long-term sustainability when finalising the craft management model to be used in the future.

Expansion of Nyae Nyae Development Foundation – Staff of the NNDFN, Nyae Nyae Board members and the LIFE BIA held a one-day workshop to consider the possibility of extending the scope and work of the Nyae Nyae Development Foundation. This was motivated by the need to look at ensuring the long-term financial sustainability of the Foundation as well as offering other San communities the possibility of sharing the considerable knowledge and skills that have been developed both within the Foundation and the Nyae Nyae Conservancy. The workshop debated the contents of a study that had been commissioned and undertaken by Nyae Nyae Development Foundation, conservancy and Rossing staff. The workshop concluded that whilst various San groups around the country had requested support, expansion if it proceeded, should do so with caution and not attempt to do too much too quickly. Consequently, it was agreed that the Foundation should first undertake a needs assessment of “West Bushmanland” to identify specific areas for which they could offer support. This would be followed by an internal assessment of the resources at the disposal of the Foundation to provide such support and most likely a proposal to seek additional resources. The LIFE BIA has also offered further support to Nyae Nyae Foundation in developing a long term funding strategy, which could include possible expansion of the organisation.

4.1.5 Improved Capacity of Namibian Organizations to Support Conservancies With The Development & Implementation of Conservancy Management Plans and Monitoring Systems (Continuous):

Refer to Kwando management planning activities (5.1 below)

Refer to sections 3.1.5 and 3.1.6 for an explanation of the "Red-Blue-Black" system that captures the essence of the conservancy monitoring system that has been developed and is currently being implemented.

4.1.6 Development of Potential Conservancy Viability Screening Tool (November – January):

This activity is to be funded through the proposed GEF grant to NACSO. However, because progress on the award of the GEF grant has been slower than anticipated, the activity has not yet been undertaken. It has been deferred to the next reporting period.

4.1.7 Understanding and Analyzing Joint Venture Investments:

On assuming duty on 1 April 2001 the Joint Venture Promotions Specialist was made aware of the following joint venture opportunities and problems:

- a) Existing operations with no or unsatisfactory benefits accruing to conservancies

Torra Conservancy	Schoemans Camp Damaraland Camp
Marienflus Conservancy	Syncro lodge Schoemans Camp Desert Ventures Safaris
Tsiseb Conservancy	Ugab Wilderness Camp SRT Camp
Eastern Caprivi Floodplain	Impalila Lodge Inchingo Lodge Kings Den Savanna Lodge
Kwando Floodplain	Susuwe Lodge Peter Koop's lodges
Puros Conservancy	Schoemans Camp Wilderness Safaris Skeleton Coast
Sesfontein Conservancy	Palmwag Lodge
#Khoadi//Hôas Conservancy	Hobaterre Lodge
Twyfelfontein	Country Lodge Muwani Lodge

b) Conservancies with joint venture proposals and awaiting support:

Torra Conservancy	Omni and Damarana Safaris (Poachers Camp)
Puros Conservancy	African Eagle
Tsiseb Conservancy	Johan Joubert (Mesum Crater)
Ehirevopuka Conservancy	Penduka Safaris (Ombonde River site) - concession for the conservancy in west Etosha

c) Conservancies that are awaiting the LIFE Programme to evaluate their joint venture potential:

- Sorro Sorros
- Omihana
- #Khoadi//Hôas

In addition to the above the following private sector companies/operators have approached the Joint Venture Promotions Specialist for support in establishing joint ventures in conservancies|:

- Wilderness Safaris
- Afroventures (subsidiary of Conservation Corporation Africa)
- Islands in Africa (Dusty Rogers)
- Crafford and Crafford (Leading Southern Africa lodge architects)
- Andre Louw (Muwani Lodge)
- UNIC

Progress made with regard to the above has been reported on separately under Section 3.4.1 above.

After attempting initially to approach these demands on an ad hoc basis it has now been resolved that greater progress with joint venture support will be made if a more systematic approach, including the identification of priorities, is formulated and adhered to. Accordingly the approach for the next planning year is to be as follows:

- Identify the joint venture potential for upmarket lodges in conservancies by supporting and participating in the NACOBTA tourism planning initiatives for the North West and Caprivi (see Section 4.1.3 above and Section 5.2.1 below);
- On the basis of the identified potential, solicit private sector proposals by way of a formalised system for inviting expressions of interest and requests for proposals; and
- Develop capacity at the conservancy, Namibian NGO and MET level by actively involving them throughout the planning and soliciting process.

A start to the above process has already been made by: selecting a representative sample of private sector operators, compiling a questionnaire, and interviewing operators from a representative sample.

In conclusion, the orientation and other activities of the past 6 months, especially the more recent interviews with private operators, indicates that the tourism potential of the conservancies and the demand from the private sector to participate in joint ventures far exceeds the capacity of the LIFE Programme and CBNRM Programme as a whole to support the process.

4.1.8 Conservancy Community Facilitators Skills Development Workshops (February):

This activity has been deferred until next year.

4.1.9 Establishment of Computerised PTO Database (January - April):

LIFE Programme input into this activity was finalized in the previous reporting period.

4.1.10 Review Past and Present Wildlife Monitoring In Northwest Namibia and Develop an Integrated Wildlife Monitoring System (November – February):

The final report from the review has been completed and circulated. A document describing the agreed integrated wildlife monitoring system for the northwest is almost completed with minor modifications still being made in order to make it more accessible to general readers. Three working groups were established at the workshop (i.e. aerial census, ground monitoring and road count).

The road-count working group was able to undertake a highly successful and massive road based count during June (see 3.1.2). Ground monitoring systems (rhino, elephant, predators and the 'event-book' system) have been proceeding to varying degrees of success. Unfortunately, the Aerial-Census working group has made no progress.

4.2 Establishment of A Structural Framework For The Namibia National CBNRM

Programme (Continuous):

4.2.1 Assistance To The NNF In The Establishment of A National CBNRM Grants-Making Function (Continuous):

The NNF continued to support and expand its number of direct grants to conservancies during the reporting period. The reporting period saw closure of the first year of conservancy grants to the Kwandu, Mayuni and Wuparo Conservancies, with renewal of the grants being discussed for a second year. In addition, grants were awarded to the #Khoadi //Hoas and Uukwaluudhi Conservancies to cover minimal annual operational costs, and support the construction and establishment of a community game reserve, respectively.

4.2.2 Support To The Namibia Association of CBNRM Support Organizations (NACSO):

A key activity during the reporting period was the development of a joint CBNRM Vision and five-year strategic plan by all NACSO members. The Vision and Plan were developed through a series of three one-day workshops, in which all NACSO members made substantive inputs. The Terms of References for the process and the facilitators of the process were developed by the NACSO Vision Group, while the facilitators were contracted by the WWF office.

A format and terms of reference for the formal establishment of a NACSO natural resource working group was developed (see NR Working Group Poster). This group is a loose association of natural resource practitioners providing services to conservancies. The loose institutional relationships between the different members of the group will be maintained but formalised through memorandum's of understanding between the different agencies employing the persons.

This model is also being applied to the establishment of working groups on income/business generation and institutional development.

4.2.3 Establishment of The National CBNRM Secretariat (Continuous):

Following the resignation of the NACSO Secretariat, Karl Aribeb, in March, NACSO advertised the Secretariat position. Ms. Patricia Skyer, Rossing Foundation Training Officer, was eventually offered the position and commenced her duties in May. Since then Ms. Skyer has been actively engaged in operating the Secretariat and coordinated NACSO inputs into a National CBNRM Vision and the LIFE Programme mid-term Review. She was able to immediately engage in the organization of the NACSO 1/4ly planning meetings, and has also assisted in follow-up activities to the WB GEF grant to NACSO. While Ms. Skyer is new to the Secretariat position, NACSO has continued to grow in its role and is gaining broader recognition for its CBNRM sectoral coordinative roles.

4.2.4 Establishment of A National CBNRM Programme Monitoring Capacity (Continuous):

The NNF and the National CBNRM Programme have yet to formalize indicators by which a National CBNRM monitoring plan can be commenced. However, substantial amounts of work has been initiated to identify relevant natural resource and institutional indicators at conservancy levels, and efforts will be made early during the next reporting period to consolidate these indicators towards those that will be used on an annual basis to monitor programme progress and effectiveness.

In addition, during the last two months of the reporting period, the NNF made substantial progress towards bolstering its CBNRM grants management capacity. As a consequence, the NNF M&E Specialist, Anna Davis, will finally be able to focus her efforts on developing and implementing the CBNRM M&E system during the next few months.

4.2.5 National CBNRM Conference (October 3-5):

This activity, which took place during the last reporting period, resulted with the formation of a number of working committees (i.e., legal subcommittee, policy & issue subcommittee, CBNRM vision subcommittee, constitution and structural review subcommittee, etc.) and affiliated recommendations to strengthen the National CBNRM Programme. During the past month the recommendations from this Conference have been combined with those of the National CBNRM Vision process and the LIFE Mid-term Review to create one comprehensive list of recommendations to strengthen the National CBNRM Programme.

Chart Four illustrates planned LIFE II activities in support building Namibian capacity to support an integrated CBNRM Programme.

CHART FOUR: LIFE ACTIVITIES WHICH CONTRIBUTE TO ESTABLISHING NAMIBIAN CAPACITY TO SUPPORT AN INTEGRATED NATIONAL CBNRM PROGRAMME

October 1, 2000 – September 30, 2001

OVERALL GOAL: To improve the quality of life for rural Namibians through sustainable natural resource management.														
OUTPUT: Namibian Capacity To Support An Integrated National CBNRM Programme Established														
ACTIVITIES	OUTPUTS	RESPONSIBLE PARTY	2001 Schedule											
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
4.1 Enhancement of Namibia Capacity to Support An Integrated National CBNRM Programme														
4.1.1 Expansion of CBNRM Support Institutions	Increased CBNRM Support Capacity	RISE/NDT	***	***	***	***	***	***	***	***	***	***	***	
4.1.2 Assistance to the MET in Building the HR Dev. Systems & Skills	Improved skills	HR/NDT	***	***	***	***	***	***	***	***	***	***	***	
4.1.3 Building & Promoting the Capacity in NACOBTA to support the CBT	Increased CBT Support Capacity	LPT	***	***	***	***	***	***	***	***	***	***	***	
4.1.4 Institutional Capacity & Mgt Support to INIC and NND/PH	Increase Institutional Cap & Mgt Skills	LPT/Consultant	***	***	***	***	***	***	***	***	***	***	***	
4.1.5 Improved Capacity of Namibian Organisations to Support Conservancies with Development & Monitoring Systems	Increase capacity	RISE/NDT/RISE/MIU	***	***	***	***	***	***	***	***	***	***	***	
4.1.6 Understanding and analysing joint venture investment	Standardised approach to JV development	NACOBTA/RF/PME		***										
4.1.7 Conservancy Community Facilitator Skills Development Workshops	Increased facilitation skills	LPT/Consultant/Orbitas						20	20	20				
4.1.8 Establishment of Computerised PTO database	Facilitate follow-up & action on PTO applications at MET	CBTO/MET				***	***	***	***					
4.1.9 Review Past and present wildlife monitoring in North West Namibia and develop an integrated wildlife monitoring system	Standardised approach to NR management	HR/NDT/MET		***	***	***	***							
4.2 Establishment of A Structural Framework for the Namibia National CBNRM Programme	Enhanced NA Autonomy & Cap. To support CBNRM	LPM/NDP	***	***	***	***	***	***	***	***	***	***	***	

Legend:	
NACSO - Namibian Association of CBNRM Support Organisations	NANGOF - Namibia NGO Forum
LAC - Legal Assistance Centre	NNF - Namibia Nature Foundation
LPT - LIFE Programme Team	PME-IDP - LIFE Programme M&E/Inst. Dev. Spec.
MET - Ministry of Environment and Tourism	RF - Rössing Foundation
NACOBTA - Namibia Community-Based Tourism Association	RISE - Rural Institute for Social Empowerment

CHART FOUR: continued

October 1, 2000 – September 30, 2001

OVERALL GOAL - To improve the quality of life for rural Namibians through sustainable natural resource management														
OBJECTIVE - Namibia Capacity To Support An Integrated National CBNRM Programme Established														
ACTIVITIES	OUTPUTS	RESPONSIBLE PARTY	2001 Schedule											
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
4.1 Enhancement of Namibia Capacity to Support An Integrated National CBNRM Programme														
4.1.1 Expansion of CBNRM Support Institutions	Increased CBNRM Support Capacity	RISKINDT	***	***	***	***	***	***	***	***	***	***	***	***
4.1.2 Assistance to the MGT in Building their HR Dev. Systems & Skills	Improved skills	RISKINDT	***	***	***	***	***	***	***	***	***	***	***	***
4.1.3 Building & Promoting the Capacity in NACOBTA to support the CBT	Increased CBT Support Capacity	LPT	***	***	***	***	***	***	***	***	***	***	***	***
4.1.4 Institutional Capacity & Mgt Support to INIC and INSDPH	Institutional Cap & Mgt Skills	LPT/Consultant	***	***	***	***	***	***	***	***	***	***	***	***
4.1.5 Improved Capacity of Namibia Organisations to Support Communities with Development & Monitoring Systems	Increase capacity	IRD/NCNRD/ RISE/MTU	***	***	***	***	***	***	***	***	***	***	***	***
4.1.6 Understanding and analysing joint venture investments	Standardised approach to JV development	NACOBTA/RISE/ PME		***										
4.1.7 Conservancy Community Facilitator Skills Development Workshops	Increased facilitation skills	LPT/Consultant/ Grassroots						>>	>>	>>				
4.1.8 Establishment of Computerised PTO database	Facilitate follow-up & action on PTO applications at MET	CBT/OMET				***	***	***	***					
4.1.9 Review Part and present wildlife monitoring in North West Namibia and develop an integrated wildlife monitoring system	Standardised approach to HR management	NR/NR/MT/OMET		***	***	***	***							
4.2 Establishment of A Structural Framework for the Namibia National CBNRM Programme	Enhanced NA Autonomy & Cap. To support CBNRM	LPM/SDP	***	***	***	***	***	***	***	***	***	***	***	***

Legend: NACSO - Namibian Association of CBNRM Support Organisations

LAC - Legal Assistance Centre

LPT - LIFE Programme Team

MET - Ministry of Environment and Tourism

NACOBTA - Namibia Community-Based Tourism Association

RISE - Rural Institute for Social Empowerment

5.0 Ecosystems Sustained Through Improved Natural Resource Management:

In general, an individual conservancy will compose only a small portion of a broader ecosystem. Thus, it is doubtful that management of any one individual conservancy will significantly alter the status of biodiversity in the broader ecosystem. Yet, the creation of several contiguous well-managed conservancies, or synergetic influence of well-managed conservancies adjacent to protected areas, may have positive long-term influences on the maintenance of highly diverse and productive ecosystems. In this manner, conservancies could conceivably become important building blocks for either sustaining or improving well functioning ecosystems whether such ecosystems be limited to Namibia or extend across borders to neighbouring countries.

Following are the activities that LIFE II staff and partners carried out during the reporting period in support of this Intermediate Result.

5.1 Assistance Towards Development and Implementation of Conservancy Management Plans (Continuous):

5.1.1 Development of Compatible Land- and Resource-Use Zones (Continuous):

North West Tourism Option Plans – NACOBTA is the Program Manager for this North West tourism-planning project and as an organisation has committed itself to promoting tourism planning as the basis for tourism development in communal areas. In the absence of capacity at NACOBTA, management of this project is being done jointly together with the LIFE BIA.

The North West Tourism Planning project is now in its second phase (December 2001 – April 2002), which will aim more specifically at providing tourism planning information to conservancy management committees in the North West Region.

The project objective is:

“To give conservancies an understandable and practical document, which will help them to decide on tourism development in their area and which will become part of their overall conservancy management plan”.

The project also aims:

- To give direction and practical assistance to tourism development in conservancies – to produce a “menu” of potential tourism products with a simple cost analysis.
- To legitimise tourism as an economic activity together with other land uses e.g. agriculture.
- To co-ordinate the efforts of support agencies by developing tourism plans that have broad support of all stakeholders.
- To develop action plans and provide links with key partners for implementation of tourism products.
- To create a regional investor portfolio to promote conservancy investment opportunities.

The main outputs will be the production of:

- The following 11 Conservancy Tourism Option Plans:
 1. Marienfluss
 2. Orupembe (emerging conservancy)
 3. Puros
 4. Sesfontein (emerging conservancy)
 5. Torra
 6. Doros Nawas
 7. Uibasen – Twyfelfontein
 8. Tsiseb
 9. Ehirovipuka
 10. Omuramba (emerging conservancy)
 11. Sorris Sorris (emerging conservancy)
- Action plans for implementation of tourism products.
- Support for training and product development at Spitzkoppe, Twyfelfontein and Petrified Forest.

This project, which was officially launched on the 11 September 2001, has now obtained the support of a broad range of stakeholders including; national and regional government, Traditional Authorities, Conservancies, NGOs and the private sector. The development of practical tourism plans for the above 11 conservancies will also provide a means by which all supporting agencies can focus and co-ordinate their support. The donor, the Austrian Government has been impressed by the outputs of this project to date and has consequently requested NACOBTA to prepare a further project proposal requesting funds to extend the tourism planning to other emerging conservancies in the North West as well as funds for implementation of the recommended tourism products.

5.1.2 Assistance To Conservancies & Support NGOs in Developing Conservancy Management Plans (Continuous):

Work has been ongoing in developing a template for conservancy management plans. The existing template is gaining acceptance, particularly from within Directorate of Scientific Services, MET. Concurrently, a management plan 'Development checklist' has progressively evolved from a strictly natural resource development checklist to a more comprehensive and inclusive conservancy development checklist.

The latest approach was field-tested with the Kwandu Conservancy. A two-day workshop was held and included persons from the committee, traditional leadership, NGO's and numerous government departments. All participants collectively contributed to the fundamental building blocks of the Kwando management plan (i.e. Objectives, Strategies, Mission, Zonation map and Development plan). Whilst significant progress was made, there is still much work to be done. It was agreed that the process would be taken forward through periodic meetings of the a development forum consisting of all the participants. Various persons and organisations were given specific tasks but these will all be co-ordinated by the Kwando committee (using the development checklist mentioned earlier).

5.2 Specific Transboundary Activities Being Supported By The LIFE Programme:

5.2.1 Caprivi Tourism Development Plan:

A terms of reference for this planning initiative was completed, and Ecosury, a firm of environmental planning consultants from Botswana, was appointed to undertake the planning accordingly. This consultancy firm has considerable planning experience in the Chobe and Caprivi area, having inter alia recently completed the tourism plan for the Chobe River Front.

In September, the NACOBTA grant was amended to add an additional \$34,178 of funds to cover the costs of developing “An Integrated Tourism Development Plan For The Eastern Caprivi Floodplain”. The objectives of this plan are to: 1) identify tourism development opportunities and options for the East Caprivi Floodplain; 2) provide guidelines on the carrying capacity of the floodplain for tourism activities, facilities and supporting infrastructure and services; 3) identify major challenges facing the realization of the above and provide recommendations on how these challenges should be best overcome; and 4) integrate the findings and recommendations of the East Caprivi Floodplain Tourism Development Plan with those generated last year from the Chobe River Front and Chobe National Park Tourism Development Plan.

5.2.2 Establishment of Transboundary Research and Monitoring Activities For High Value Species That Move Between Namibia and Botswana:

Steps have been initiated with the NNF to explore the possibility of undertaking a project in Caprivi and surrounding countries to: 1) assess the status of rare/endangered/hi-value species; 2) review and analyze their habitat requirements and the status of such habitats; 3) the risks to such species; and 4) develop an extensive database on each species, based upon the above factors. The parameters and details of this project will be defined early in the next reporting period.

In addition to the above, the terms of reference for the Caprivi Tourism Plan (see Section 5.2.1, above) also deals with many issues relating to high-value wildlife species moving between Caprivi and Botswana.

5.2.3 Transboundary Research and Management of Fishery Resources Between Namibia, Zambia, and Botswana:

The LIFE Programme continued to support the Ministry of Fisheries and Marine Resources with a number of activities related to fresh-waters fisheries research and management in Caprivi. Following are some of the key activities supported:

- **Monitoring of Seasonal Fish Movements:** Monitoring of the 45 fish radio-tagged last November in the Zambezi River was continued. In total, 15 tiger fish, and 30 bream (15 each for two species) were tracked on a weekly basis to determine seasonal movements, breeding patterns, and habitat requirements of each species.
- **Monitoring of Subsistence Fish Catches In Caprivi:** The MFMR, working in tandem with the Ministry of Agriculture, have continued their study to determine fish catches in the Impalila Island area. In this regard, a number of local fisherman have been providing catch data regarding species caught, number of fish caught per day, fishing location, and fish sizes for two fishing days per month.

- **Transboundary Fisheries Workshop:** From June 4-7, the MFMR hosted a transboundary workshop entitled “Co-Management of Fresh Water Resources in the Okavango/Zambezi River Systems”. This was a follow-up workshop to the last November 14-16 workshop hosted by the MFMR in Caprivi. The objectives of the June 4-7 workshop were to: 1) review background information/existing fisheries research data; 2) identify research gaps; and 3) develop research projects/programmes to address the identified research gaps. The workshop was attended by representatives from Fishery Departments in Botswana, Zambia, Zimbabwe, Namibia and South Africa.
- **Development & Approval of a Proposal Entitled “Shared Resource Management On The Zambezi/Chobe Systems In Northeast Namibia – Current Practices and Future Opportunities”:** This grant proposal was prepared in July-August and approved at the NACSO September 4-6 meeting. The objectives of this 10-month grant are: 1) to collect quantitative and qualitative data (biological and social) regarding the nature and characteristics of the small-scale subsistence fishery on the Zambezi and Chobe Rivers; 2) to identify, investigate and document the nature of fishery management systems and their appropriateness for future management alternatives; and 3) to establish working relationships (biological, ecological, and social), understanding and awareness regarding fisheries and resource management between relevant agencies both within Caprivi and internationally with neighbouring countries in recognition of the role of the Standing Committee on Fisheries.
- **Assessment of Conservancies Roles In Managing Fishery Resources:** During September, the LIFE Programme employed the services of Fishery Specialist, John Purvis, to undertake a reconnaissance visit to four Caprivi conservancies (Salambala, Kwandu, Mayuni, and Mashi) to meet with committee members and community game guards the current and potential roles conservancies and their staff might play in managing fisheries in Caprivi.

5.2.4 Establishing Linkages and Capacity Between Transboundary Communities on Planning and Management of Transboundary Land, Wildlife, Fire, and Tourism Resources (Continuous):

Linkages have been strengthened in support of several transboundary support agencies and fora, including:

- The IRDNC continues to participate in LACOM meetings between Namibia and Botswana on the establishment of the tourism carrying capacity for Chobe National Park. Meetings were attended in February and April, with the scheduled September meeting being deferred until November;
- The IRDNC has continued to strengthen its regional linkages with two neighbouring Botswana NGOs (Chobe Wildlife Trust and KURU Development Trust). The IRDNC is actively engaging these NGOs in organizing exchange visits between neighbouring communities (i.e., Chobe Enclave Trust, Khoe communities, etc.) and building the knowledge and skills of these respective NGO staff members to support Botswana communities;
- The IRDNC sent two staff members and three conservancy members to the AWF-organized training course on Landscape Ecology in June; and
- **Study Tour By Kenya Wildlife Services:** In September, the LIFE Programme hosted three Kenyans from the Kenya Wildlife Services and USAID/Kenya. During this timeframe, the contingent was provided with detailed briefings on the LIFE

Programme by its staff, and the National CBNRM Programme by LIFE partners. A one-day field trip was organized to the Spitzkoppe Joint Venture.

5.2.5 Sharing of Experiences Between Transboundary Communities Within and Adjacent To Caprivi (Continuous):

Two major transboundary-community activities were organized or hosted by the IRDNC in Caprivi during the reporting period:

- Salambala Conservancy and Chobe Enclave Trust – The IRDNC, working with the Chobe Wildlife Trust in Kasane, has formally initiated plans for the Salambala Conservancy and Chobe Enclave Trust to coordinate on the management of transboundary wildlife, sharing of experiences, and joint development of natural resource management and training skills. In this regard, a reciprocal exchange visit has been organized for early in the next reporting period. Salambala Conservancy will be travelling to the Chobe Enclave in October, and Enclave Trust members will travel to Salambala in November. The IRDNC and LIFE will offer Chobe Enclave Trust members the opportunity of having staff members trained in natural resource management and monitoring skills, in conjunction with the training of Salambala community game guards and staff during the coming year;
- West Caprivi Community and Botswana Khoe Community – During April, the IRDNC and KURU Development Trust organized a visit of West Caprivi Resource Monitors and IRDNC staff to the Khoe Community north of Maun. The purpose of the visit was for West Caprivi Resource Monitors to share their vast experiences in mapping and monitoring natural resources, so that Khoe people in northern Botswana could commence similar activities; and
- Study Tour of Caprivi Community Game Guards to Kunene Region – In addition to the above transboundary activities, 8 CGGs were sent to the Kunene Region where they participated in the Kunene game count and foot patrols over a period of time. The purpose of the exchange was to expose the CGGs to other cultures, experiences, and skills that are in Namibia.

5.2.6 Collaboration With Private Sector Tourism Operators To Link Tourism Development to Conservation Initiatives (Continuous):

Progress with collaboration has been reported on under Sections 3.4.1 and 4.1.7 above.

During the reporting period, discussions and coordinative activities were continued with a number of the most important tourist operators in the Caprivi and Chobe River area of Botswana. Such operators include: Dusty Rodgers (Impalila and Susuwe Island Lodges), Jonathan Gibson (Chobe Lodge and Chobe Savanna Safari Lodge), and Peter Koep (Lianshulu Lodge).

Specific activities included:

- Visitations with Jonathan Gibson, Chobe Safari Lodge in Botswana and shareholder of the Chobe Savanna Safari Lodge in Namibia, about the establishment of a joint venture agreement with members of the Impalila Conservancy for the Savanna Safari Lodge. Such an agreement is positively endorsed by Mr. Gibson, pending

registration of the Impalila Conservancy and involvement of the Conservancy in natural resource management activities that support tourism;

- In May, the Lianshulu Lodge launched the opening of the Lianshulu Transboundary Border Crossing for tourists moving between Namibia and Botswana. The launch was performed by the Namibia Prime Minister. LIFE and IRDNC staff participation in this activity allowed them the rare opportunity to visit with the Prime Minister on community-based tourism activities. Other high-ranking delegates at the launch included the Botswana High Commissioner to Namibia and the Caprivi Governor.

5.2.7 Support To Removal of Additional Sections of Botswana Veterinary Fence (As Opportunities Allow):

No activity was undertaken in support of this initiative during the reporting period.

5.3 Establishment of Communal Area Conservancy Biodiversity Study Sites (January - September):

A biodiversity project has been initiated using local expertise drawn from the national Namibian biodiversity group. The Salambala (Caprivi) and =Khoadi //Hoas (north-west) conservancies have been selected as study sites as they represent extremes of habitat in Namibia. The project consultants include specialists in small mammals, arthropods, birds and plants and their brief is to undertake a baseline assessment of the two study areas and through this identify appropriate indicators and develop and test efficient methods that can be repeated over numerous years to develop trends in these specific indicators. It should be noted that these monitoring systems will augment the monitoring systems undertaken by the Conservancies themselves. The fundamental concept is that the conservancies will monitor, at their own cost, those resources they manage and derive benefits from, whilst it is a wider community responsibility to monitor the other parts of the ecosystem.

The pilot biodiversity programme is now well underway with both the wet and dry season surveys almost completed. All but the arthropod specialist is on schedule. This person has fallen far behind most probably because of an unrealistic survey design. The decision has been made to continue with the remaining components whilst exploring what can be salvaged with the arthropod component. In the next reporting period a workshop will be held where the technical progress will be fully reviewed and biodiversity monitoring indicators identified.

5.4 Coordination With WWF on Southern Africa Regional Programme Natural Resource Initiatives (Continuous):

The existence of the WWF Southern Africa Regional Programme Office (SARPO) in Harare, Zimbabwe provides an excellent opportunity for WWF Namibian activities to be closely coordinated with other WWF regionally funded activities in southern Africa. In particular, linkages established through SARPO in Zambia, Zimbabwe, and Mozambique are useful towards creating synergy in sharing CBNRM experiences and lessons learned and are conducive to effective coordination on transboundary conservation initiatives.

During the reporting period, a number of initiatives were undertaken in connection with WWF regional or family activities, including:

- Participation in the WWF SARPO Annual Planning Workshop: From May 2-4, the WWF SARPO Programme held its Annual Planning Workshop in Harare. The

LIFE COP participated in the Planning Workshop and provided inputs on planned WWF activities in Namibia for the coming year;

- Participation in WWF SAST Meeting: In late May, the LIFE COP was to attend the WWF SAST Meeting in Madagascar to present the LIFE Programme close-out strategy to fellow WWF representatives interested in Southern Africa. A paper was prepared, but could not be given, as the COP was unable to attend at the last minute due to administrative problems arising from a petrol card scam;
- Animal Conflict Workshop: From July 5-7, the LIFE Programme assisted with the organization and facilitation of an Animal Conflict workshop for more than 90 participants. In support of this activity, the SARPO Programme Officer (Russell Taylor) travelled to Namibia where he presented a paper on Regional Problem Animal experiences related to elephants and practices around the region being apply to reduce incidence of PAC elephants; and
- Joint Development of Namibia/SARPO GIS Capacity: WWF in both Namibia and SARPO has supported the development of extensive GIS capacities in support of regional natural resource inventories and management activities. Plans are now being taken to look at how these independent GIS development processes can be merged for the benefit of both Namibia and SARPO. In this regards, efforts will be made to initiate joint GIS development approaches, management information systems, sharing of relevant data bases, and human resource development capacity. In this regard, steps will be undertaken early in the next reporting period to commence this process.

Chart 5 highlights activities the LIFE Programme supported during the reporting period to sustain ecosystems through improved management of natural resources.

CHART FIVE: LIFE ACTIVITIES WHICH CONTRIBUTE TO SUSTAINING ECOSYSTEMS THROUGH IMPROVED NATURAL RESOURCE MANAGEMENT

October 1, 2000 – September 30, 2001													
OVERALL GOAL: To improve the quality of life for rural Namibians through sustainable natural resource management.													
OBJECTIVES: Ecosystems Sustained Through Improved Natural Resource Management													
ACTIVITIES	OUTPUTS	RESPONSIBLE PARTY	2000			2001 Schedule							
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
5.1 Assistance Towards Development & Implementation of Conservancy Management Plans	Improvement of natural resources	IRDNC/IRDP/ME/TNRP	***	***	***	***	***	***	***	***	***	***	***
5.1.1 Development of compatible land- & resource-use plans													
5.2 Assistance Towards Development & Implementation of Conservancy Management Plans	Improvement of natural resources	NACOBTA/IRDNC				20	20	20	20	20	20	20	***
5.2.1 Caprivi Tourism Development Plan													
5.2.2 Establishment of Transboundary Research & Monitoring Activities for High Value Species		W&F/MET				20	20	20	20	20	20	20	20
5.2.3 Transboundary Research and Management of Fishery Resources between Namibia, Zambia and Botswana		Fisheries				***	***	***	***	***	***	***	***
5.2.4 Establishing Linkages and Capacity between Transboundary Communities on Planning, and Management of Transboundary Land, Wildlife, Fish, and Tourism Resources		COP/REP	**	*	20	20	20	20	***	***	***	***	***
5.2.5 Sharing of Experiences between Transboundary Communities within and adjacent to Caprivi		IRDNC/MEI		***			***	***	***	***	***	***	***
5.2.6 Collaboration with Private Sector Tourism Operators to link Tourism Development to Conservation Initiatives		LPT/NACOBTA/IRDNC	***	***	***	***	***	***	***	***	***	***	***
5.2.7 Support to Removal of Additional Sections of the Botswana Veterinary Fence	Imp. Wildlife Habitat	MEI/COP											
5.3 Establishment of Communal Area Conservancy Biodiversity Study Sites	Access. Of CBNRM on Biod.	NACOBTA/IRDNC				***	***	***	***	***	***	***	***
5.4 Coordination With W&F on Southern African Regional Transboundary Natural Resource Initiatives	Linkages establ. Through SARRO	LPT	***	***	***	***	***	***	***	***	***	***	***

Legend: NACSO - Namibian Association of CBNRM Support Organisations
 COP - Chief of Party
 IRDNC - Integrated Rural Development & Nature Conservation
 LPT - LIFE Programme Team
 MET - Ministry of Environment and Tourism

NACOBTA - Namibia Community Based Tourism Association
 NESP - National Biodiversity Support Programme
 NRP - Natural Resource Planner
 RISE - Rural Institute for Social Empowerment
 WCSC - West Caprivi Steering Committee

6.0 Utilizing Monitoring and Evaluation Data to Manage the LIFE Programme Effectively:

Given the various target levels of the LIFE Programme, monitoring and evaluation (M & E) is a complex process. M & E data must be collected at the community level to gauge changes and improvements within community organizational structures, institutional capacity, management and leadership ability. Similarly, information must be gathered from CBNRM enterprises to determine their financial viability and the ability of participants to operate and manage the enterprises.

Concomitantly, baseline data must be gathered on the status of natural resource bases, and systems put in place to allow monitoring of ecosystem changes or wildlife numbers as a result of introduced management interventions.

At a higher level, institutional assessments must be undertaken of the organizations receiving LIFE Programme grants and systems developed to allow monitoring of institutional growth or needs areas.

Finally, the umbrella LIFE Programme M & E system must capture programme-level impacts, and determine the overall effectiveness of the LIFE Programme.

In keeping in line with the LIFE philosophy, the LIFE Programme M & E system has been designed to maximize participation in M & E efforts. Community members and enterprise operators are involved in monitoring and evaluation efforts. Thereby, promoting a better understanding of the strengths, weaknesses and operational procedures of their activities. This is complemented by participation from NGO field staff and CBO members, who are focusing primarily on the capture of information that facilitates improved management of project activities. The MET is responsible for developing and implementing a system to measure changes in the natural resource base. Lastly, the LIFE Programme Team oversees and consolidates the data and information gathered into a user-friendly data base, and ensures that programme level monitoring results and impacts are extended back to LIFE Programme participants.

Collection of the above information has been facilitated by the development and implementation of specific monitoring and evaluation tools, including:

- Activity Management Profiles (AMPs);
- Project Monitoring Visits (PMVs);
- Conservancy Management Profiles (CMPs);
- Annual Conservancy Progress Reports;
- Institutional Development Profiles (IDPs);
- Post-Training Impact Assessments; and
- Special Studies

During Phase II of LIFE, WWF staff are working closely with the NNF and other CBNRM programmatic M&E staff to develop a National CBNRM Monitoring system and data base with an intent to hand-over CBNRM monitoring activities by March, 2002.

Following are the specific M&E activities which will be undertaken during the reporting period.

6.1 Conservancy Management Body Profiles (CMPs):

A simple sustainability analysis tool has been developed for analyzing the progress of

conservancies in reaching financial sustainability. This tool lists all conservancy income and operational expenses, and then charts the relation between income and expenses, allowing one to easily see whether or not the conservancy is heading toward financial sustainability. It is felt that this simple tool may be the most important analytic tool available to judge a conservancy's long-term ability to be independently successful. If a conservancy is able to track and manage its expenses and income, and is able to manage and structure itself in such a way that income exceeds expenses, then this is indicative that management is competently carrying-out their functions, and that the right mix of skills have been successfully developed.

A sustainability analysis has been completed for the Nyae Nyae Conservancy, and a draft analysis has been completed for Salambala Conservancy. While both conservancies are earning income, they both also are incurring operational expenses that significantly exceed their current earnings. While continued attention needs to be given to increasing conservancy income, the analyses also show that there is a need to help the conservancies reduce their operational expenses. To be successful over the long-term the conservancies will need to streamline their operations and increase their focus on the core activities of joint venture management, tourism development, and natural resource management.

6.2 Conduct Institutional Development Profiles (IDPs)

An IDP was conducted for the Namibia Nature Foundation (NNF) in May. The IDP shows the NNF has made significant institutional progress through the years in relation to:

- Expanding its Board of Trustees so the Board's composition is more racially reflective of Namibian society;
- Developing a programme implementation capability, and winning and implementing donor projects in the areas of small environmental grants administration, CBNRM, combating desertification, and assisting the National Planning Commission with development of environmental activities in the next five-year National Development Plan; and
- Introducing a number of management system-level improvements into how the NNF operates, including conduction annual SWOT exercises, mid-year programme reviews, and instituting a new computerized administrative system.

As a result of the above changes, the NNF has significantly expanded its staff over the past two years, as well as increased the number of partners with whom it works. The NNF appears to be a much more dynamic and better-managed organization than it was four years ago.

Issues the IDP highlighted for further consideration and attention included the following needs:

- To review and upgrade the NNF salary structure so that it would be able to better retained highly qualified and trained staff;
- To better track the NNF's annual performance against its overall organizational objectives and mandate; and
- To develop and initiate a long-term funding strategy for the NNF that will reduce dependence on donor funds.

6.3 Programme Monitoring Visit (PMVs):

No PMVs were conducted during the reporting period.

6.4 Environmental Assessments of LIFE Programme Activities (As Required):

Environmental screenings for all LIFE II grants (AL36 – AL 45) were finalized during the reporting period. Environmental screenings for the two new TBNRM grants (AL 46 – AL 47) will be undertaken early in the next reporting period.

6.5 LIFE II Mid-Term Review (March):

The LIFE II Mid-Term Review was undertaken from July 22 – August 20 by a team of four Natural Resource Specialists contracted through the International Resources Group (IRG), combined with two USAID/Washington staff, and one local Namibian Specialist. The assessment reviewed a number of pertinent aspects of the National CBNRM Programme, WWF's contributions towards development of the National Programme, and generated a range of recommendations in relation to how WWF and USAID should program funds and support to the National CBNRM Programme during year 3 of the WWF CA and for the remaining two years of USAID support, thereafter. The assessment paid particular attention to such issues as: 1) development of the National CBNRM Programme Structure; 2) further development of the capacity of CBNRM support institutions, particularly with regards to the absorption of the services the WWF/LIFE Programme has been providing to date; 3) the long-term potential of CBNRM in Namibia, and the progress the National CBNRM Programme has made toward achievement of this potential; and 4) the generation of a range of recommendations for USAID and WWF on how best to support the National CBNRM Programme in coming years.

6.5.1 Summary of the Mid-Term Review Findings:

Following are the Findings of the Mid-Term Review, as elaborated upon through the Review's Executive Summary:

Namibia's CBNRM Programme, with active support from LIFE, has made remarkable progress in the short eight years of its existence:

- ✓ Sufficient policy reforms have been made to empower communities economically, organizationally and to provide a sense of identity and control.
- ✓ The resource base, especially wildlife populations, has recovered dramatically, providing the base for financially viable Conservancies.
- ✓ Communities have recognized the potential value of Conservancies. Fourteen have succeeded in the rigorous process of formation and are now registered. An additional 35 have embarked on this process, with several close to approval.
- ✓ Local communities in communal areas have mobilized as Conservancies and organized themselves to monitor natural resources, and adopted constitutions to govern themselves.
- ✓ With support from MET, NGOs and other organizations Conservancies have begun to benefit directly from game hunting and community-based tourism enterprises.
- ✓ Namibia has developed a very productive partnership of eleven organizations working together to move the program forward.
- ✓ Sufficient capacity has been established within older conservancies to facilitate their networking and learning from each other on issues of common importance.
- ✓ Finally, a great deal of knowledge about CBNRM, a concept incorporating considerable political, social, economic, organizational and ecological depth, has been developed and institutionalized.

The Review Team finds that the investments to date in CBNRM have been highly worthwhile

and effective. The longer-term success of the programme, however, will depend on specific measures and additional investments being made to build a sustainable, profitable, democratic wildlife-based rural economy on the solid foundation so far developed.

In partnership with others, USAID has laid the foundation for a major wildlife-based tourism industry. Protection has created an expanding wildlife resource, while community institutions are in place around which to organize a sustainably managed pro-poor tourism industry.

The present value of this industry is roughly US\$10m annually, with community benefit still being restricted to wages (US\$1m annually). As noted, the cornerstones (wildlife, institutions) are now in place for major growth. With careful investment and prioritization, largely of business enterprise and institutional development capacity, tourism could earn US\$35-40m annually from Conservancy areas. If sound negotiation ensures US\$3-4 million accrues to Conservancies in user fees, with a similar amount paid out in wages, this will contribute \$115 per capita income to the 60,000 people living in viable Conservancies. The average annual income for a rural Namibian is \$100.

The programme has contributed to a multi-fold increase in wildlife populations, and to a social foundations and the active protection of desert elephants and rhino. A rough estimate is that the annual harvestable value of wildlife to the landholder in North West Namibia (assuming all policy limitations are removed) has increased from US\$65,000 in 1980 to US\$2m in 2000, enough on its own to justify USAID support.

Additionally, the programme has empowered 14-49 communities (some 100,000 people) with additional rights, information and knowledge, and earning potential. It has also supported the development of ten functioning NGOs, half of which are now headed by previously disadvantaged Namibians.

Finally, the process has created capacity, knowledge, and an understanding of how CBNRM can work on the ground. The value of the Namibian programme as repository of knowledge and a cornerstone for the continued expansion of CBNRM once regional macro-conditions are again conducive to devolution and democratization is inestimable.

The Review Team sees a tremendous opportunity to build on the success achieved to date by the Programme. There is a rapidly increasing demand for support to emerging Conservancies, as more and more local communities seek to take advantage of the policies enabling them to benefit directly from wildlife and use the establishment and legal recognition of a Conservancy as a way to regain greater control over their land and other natural resources. Local communities are enthusiastically responding to the opportunity to use CBNRM as a means to promote integrated sustainable development at the local level.

At the same time, a steadily increasing number of NGOs and other support organizations are joining forces and strengthening their partnership to promote and support CBNRM. In the past two years, the National Association of CBNRM Support Organizations (NACSO), which includes the Ministry of Environment and Tourism as a member, has established a Secretariat to service its membership, fostered a number of working groups to address key issues, hired staff, set up an office, won funding, organized a planning conference and developed a strategic vision for the association and the national CBNRM programme. Following a major restructuring, the Ministry of Environment and Tourism is also poised to expand its role in supporting the national programme, through the staffing of a CBNRM Support Unit with 29 field officers to be placed around the country.

6.5.2 Summary of Mid-Term Review Recommendations:

Following are the summarized Recommendations of the Mid-Term Review:

In order to fully capitalize on the opportunities and momentum that has been generated by the evolving national programme, the Review Team recommends that the CBNRM partnership consolidate its good practices throughout the national program, and then undertake a significant shift in programme vision and scope. This shift is needed to address a number of issues, gaps and challenges that have arisen over the past few years, or which can be anticipated in the years ahead, as donor funding is reduced and the WWF/LIFE technical support team is phased out.

The Review recommends that the CBNRM Programme place Conservancies center-stage. The programme needs to move from *committee*-based NRM to *community*-based NRM, with a renewed focus on building accountable, democratic structures and transparent, equitable management systems at the grass roots. This, and the likely declining availability of donor resources, will require significant changes in tactics and approaches in order to meet the new challenges of strengthening Conservancy institutions by democratizing them to be accountable to their constituencies. On the important issue of institutional sustainability, there is an over-riding recommendation that the empowerment of Conservancies with rights, knowledge, training and benefits must be accompanied by a sound process of democratization that ensures downward accountability to rural people. If not, the programme faces ultimate collapse through the disenfranchisement of people from their wildlife and secure rights to additional natural resources – what Murphree has christened “aborted devolution”.

Using the dramatic expansion of wildlife resources over the past 15 years, the Programme needs to move expeditiously and confidently to unlock these major financial opportunities for the Conservancies. Achieving these commercial opportunities will ensure the financial sustainability of Conservancies. In anticipation of self-funding, autonomous conservancies, and as a response to the ballooning demand for services, it is recommended that the programme reorient its delivery system to be more demand-driven, efficient, and integrated at the local level.

More emphasis is likely to be needed on organizational development, facilitation and conflict management, use of participatory methods and social analysis, transparent and democratic management systems, financial planning, the purchasing of technical support services, and the strengthening of Conservancies as integrated community development institutions. To guide and control this process, peer-review performance monitoring must be institutionalized at Conservancy, Regional and National levels.

In tandem with a more focused effort to achieve financial sustainable Conservancies, the systems supporting integrated development planning and NRM need to be consolidated and simplified to ensure that the Conservancies have the tools, knowledge and control systems to use their natural resources sustainably. Local communities will also need to be equipped to address potential conflicts over land use, especially from livestock grazing and other locally important livelihood activities. Simplified, integrated development plans will play a key role in guiding management, and should consider the equitable distribution of benefits, and a wide array of production activities, including local crafts, harvesting of veld products and traditional farming.

At the national level, the NACSO Secretariat and its member organizations need to move more quickly toward implementing CBNRM as a rural development strategy by expanding their membership to more community development organizations and programmes and by learning

from the ones already participating in the partnership. Specifically, they should add partners with strengths in local financial management, and the institutionalization of bottom-up governance systems.

In addition, continued support for policy reform and further strengthening of the legislative and institutional framework for CBNRM is needed to ensure that policy gaps are addressed, and sectoral policies are harmonized in support of CBNRM. To this end, the Review Team recommends a number of actions by MET, other GRN ministries, NACSO and its members. These include inter-ministerial coordination to support CBNRM as a rural development strategy; further devolution of rights to manage the use of other natural resources besides wildlife; legitimization of community-based zoning and land use planning; recognition of local authority to control access and to exclude inappropriate or destructive use of natural resources, including tourism; and an enhanced role of Conservancies and other community-based organizations committed to CBNRM in regional development planning.

More attention needs to be given to the empowerment of communities and local level coordination of planning and the provision of services, together with the development of key performance indicators that can be used to orient activities at all levels. The oversight functions of MET and donors need to recognize the need for adaptation, flexibility, innovation and increased ownership at the local level. This ‘looser’ approach paradoxically will require ‘tighter’ performance monitoring to keep it on track.

As the second phase of the LIFE programme comes to a close, it is vitally important that the LIFE team focus on a number of priority activities aimed at ensuring a smooth transition, hand-over and phase-out of their technical and financial support. The Review Team recommends that particular attention be given to institutionalizing the “team” approach throughout the partnership to providing support services in three key areas: social/institutional development & capacity-building, NRM planning and community-based tourism/ business planning / enterprise development. LIFE also needs to focus on developing the capacity of the CBNRM Unit in MET (including supporting the position of the head of this Unit at Deputy Director level for several years), to continue to work with NACSO and its members to strengthen further the partnership, and to support the emergence of the regional and national Conservancy Associations. LIFE can also make a strong contribution to the documentation of lessons learned, and to the re-integration of the Namibian CBNRM programme into the stimulating and much-needed intellectual dialogue on CBNRM that is underway in the region. The partnership also needs to work together to examine gaps in services, internal coordination, and efficiency of service delivery, especially in the areas of training and field support. A well designed performance monitoring system provides an affordable and practical mechanism to achieve this.

The Review Team also recognized the need for the further diversification of funding sources for the programme, and the expanded mobilization of internal resources for the programme. The deliberate recognition and launching of a National CBNRM Programme that is truly national in scope and an integral part of Namibia’s efforts to promote sustainable development, together with expanded communications and public relations efforts and a carefully elaborated sustainable financing strategy, should also help to raise the profile and level of political support for the programme.

The following strategic recommendations are aimed at strengthening the programme’s support to the further development of sustainable Conservancies:

1. *Participatory Democracy: Develop a programme-wide emphasis on strengthening Conservancies as participatory democracies based on*

control by the constituency acting through sound, constituted, accountable, transparent, democratic and equitable Village-level institutions.

2. Financial Sustainability: *Set in place plans for each Conservancy to achieve financial sustainability as soon as possible.*
3. Re-prioritization of the planning process: *Simplify the Conservancy planning process, with an emphasis on improving livelihoods by achieving financial, institutional and natural resource sustainability.*
4. Performance and compliance monitoring: *Implement comprehensive, but simple, performance and compliance monitoring and control systems.*
5. Delivery systems: *Review and revise support delivery systems to lower costs and increase impact*
6. Regional Associations: *Support emergence of Conservancy Associations as the programme's lead agency and primary mechanism of advocacy.*

In addition, in order to enable the national programme to move to the next level in terms of consolidating programme leadership and ownership, institutionalization of cost-effective and efficient CBNRM support services, strengthened partnerships, and increased programme sustainability, the following strategic recommendations are proposed:

1. Establish and launch the National CBNRM Programme
2. Staff and Support the CBNRM Unit
3. Restructure the National Programme placing Conservancies in the lead
4. Strengthen the CBNRM partnership to provide cost-effective capacity-building services, and demand-driven technical support more efficiently.
5. Reorient and expand support for the national programme to address critical emerging issues and to increase the programme's relevance to the government's sustainable development priorities
6. Get economic benefits flowing to Conservancies
7. Strengthen existing rights and secure additional rights for the Conservancies
8. Develop a more robust system for monitoring and communicating Programme accomplishments.
9. Proactively manage the LIFE transition
10. Secure funding for the medium term and financial sustainability over the longer term

Finally, the report presented a Proposed Action Plan for WWF/LIFE and National CBNRM Programme Stakeholders that outlined Action Items and a Timeframe to implement the recommendations of this Review.

Chart Six illustrates LIFE Programme M & E activities undertaken during the planning period.

CHART SIX: LIFE ACTIVITIES WHICH ASSIST LIFE PROGRAMME PARTICIPANTS TO COLLECT AND UTILIZE MONITORING AND EVALUATION DATA

October 1, 2000 – September 30, 2001

OVERALL GOAL: To improve the quality of life for rural Namibians through sustainable natural resource management.														
OUTPUT #6: To utilize LIFE monitoring and evaluation data.														
ACTIVITIES	OUTPUTS	RESPONSIBLE PARTY	2000			2001 Schedule								
			Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
6.1 Conduct Activity Management Profiles: #Khoedi //Hoas	Improved understanding of activities overall effectiveness	PME					***							
6.2 Conduct Institutional Development Profiles (IDPs)	Institutional Development	PME/NNF												
6.3 Programme Monitoring Visits (PMVs)	More informed decision makers		***											
6.4 Environmental Assessments of LIFE Programme Activities		LPT/USAID/ NACSO												
6.5 LIFE II Mid-Term Evaluation		PME		***										
6.5.1 Development of Evaluation Terms Of Reference		PME												
6.5.2 Projection of National CBNRM Programme Funding requirements	Improved programme sustainability						>>>	>>>				***	***	>>
6.5.3 Mid-Term Review		LPT/USAID/ NACSO										***	***	

Legend: CBNRM-TA – LIFE CBNRM Specialist

Consult. – Consultant

COP – Chief of Party

INR – Institute of Natural Resources

IRDNC – Integrated Rural Dev. & Nature Conservation

LPO – LIFE Programme Officer

LPT – LIFE Programme Team

MET – Ministry of Environment and Tourism

NJCS – National Job Creation Service

NRE – Natural Resource Economist

NSC – NACOBTA Steering Committee

PME – LIFE Programme M&E Specialist

RF – Rössing Foundation

WSC – West Caprivi Steering Committee

7.0 Anticipated Constraints:

A number of constraints were expected to constrain the LIFE Programme during the 2001 planning year. Many of these constraints are long-standing issues that have been carried over from the first phase of the LIFE Programme, while others have arisen more recently. Following are brief descriptions of some of these constraints and steps that have been or are being taken to address them:

7.1 Shortage of NGOs Implementing CBNRM In Namibia:

At the onset of the LIFE Programme in 1993, only two NGOs (IRDNC and NNDF) were supporting CBNRM initiatives. In contrast, at the close of this reporting period, 8 NGOs (IRDNC, NNDF, RF, RISE, LAC, NACOBTA, NDT and NNF), two associations of NGOs (NANGOF and NACSO), and one University affiliation (SSD) claim CBNRM support activities as core programmes. The above, combined with MET's support to the CBNRM sector from DRM, DEA, and Forestry, is an extraordinary increase in CBNRM sectoral capacity in a relatively short timeframe of eight years.

Yet, the rapid expansion of the conservancy programme (48 communal conservancies now registered or under development) has been accompanied by an increased demand for NGO support. As a consequence, the shortage of participating NGOs and the complete absence of support NGOs in some geographic regions of the country remains a severe constraint. While demand for support still vastly exceeds the supply of CBNRM service providers, some progress is being made:

- In the Erongo Region, RISE has now fully mobilized itself and is actively engaged with the Huab, Doros Nawas, Tsiseb, and Sorris Sorris Conservancies in the southern Kunene and Erongo Regions. During the past year RISE has added two new highly qualified staff to its team, with one of these staff filling a new Natural Resource Specialist position. Hence, RISE is making significant progress in developing its CBNRM support capacity.
- In the south, the Namibia Development Trust (NDT) has continued to increase its CBNRM support role and this past reporting period saw the Oskop Conservancy registered as southern Namibia's first communal area conservancy. NDT is expanding its CBNRM support role, and is now actively engaged in support 4 emerging conservancies in southern Namibia, plus a number of CBT enterprises. The LIFE Programme and NNF have assisted with the development of NDT's staff capacity by funding strategic training and networking activities, and a grant proposal will be submitted early during the next reporting period for LIFE to provide NDT with a small, institutional support proposal.
- During the reporting period, the Legal Assistance Centre (LAC) has become extensively engaged in the resolution of CBNRM legal issues and conflicts. As a consequence, a number of PTO-related conflicts and a contractual dispute between the Nyae Nyae Conservancy and La Rochelle Hunting Farm have been largely resolved. There are, however, many outstanding issues the LAC is assisting with.
- The MET has taken positive steps towards developing their CBNRM support capacity by establishing a 30-person Community Wildlife Division. However, while the Division was to be officially established on April 1, 2001, there still remain no appointed personnel to staff it. It is hoped that progress will be made on staffing the Unit during the next reporting period.
- Lastly, there has been a growing recognition of the need to employ NGO staff with better knowledge and skills in three key sectors (i.e., natural resource, income generation, and institutional support). RISE and IRDNC have already appointed or hired appropriately skilled natural resource staff. However, CBNRM support institutions now need to locate

and appoint appropriately skilled income-generation and institutional support staff if the NACSO working group approach to capacity-building is to be ultimately effective.

7.2 Shortage of Trained Human Resources:

While there have been major increases in the number of trained staff and significant increases in the skills of CBNRM support staff, there still remains a serious shortage of qualified CBNRM support staff. The training efforts by the RF CBNRM training unit is helping to build a broader skill base at the conservancy level, but more attention is required at building the skills of NGO and MET support staff. However, the rapidly escalating demands from the 49 existing/emerging conservancies far outweighs the services the RF Training Unit can provide.

The award of the LIFE Programme Training Grant to the MET last October has also paved the way for improving MET CBNRM human resources. Yet, in the absence of a staffed CBNRM Unit there is no focussed target group upon which CBNRM skills can be sequentially built.

Similarly, much training is still required for NGO support staff, especially in the areas of business development/income generation, natural resource management and institutional support and development. Given the training demands on the National CBNRM Programme, it is necessary to develop alternative training strategies, such as one that focuses more on a “Trainer of Trainers” approach, rather than direct training to conservancy committees.

7.3 Tenure Concerns:

The Communal Lands Bill has yet to be passed and there appears to be a deadlock around its approval. The Bill provides some direction and support for conservancies and their rights to manage and benefit from natural resources. However, it is unclear how land and natural resources are to be allocated through the proposed Land Boards, and numerous questions abound around the capacity of the Ministry of Lands and Rural Resettlement to implement the Bill should it be passed.

7.4 Absence of A Systematic Approach To Skills Enhancement And Training For MET Staff:

Last October, the LIFE Programme awarded the MET (through the NNF) a N\$800,000 grant that focuses extensively in building up the MET’s Human Resources over a 20-month period. This grant is being facilitated by the LIFE Human Resources Development Specialist, who is seconded to the MET as a Human Resources Advisor. Unfortunately, his work has been hindered by the absence of a MET counterpart since last January when the MET Training Officer departed for India to complete his Master’s Degree in Human Resources Development. Since his departure, the MET has not appointed a counterpart to the Advisor, thereby severely reducing the Advisor’s opportunity to put in place a medium- to long-term training system or to transfer knowledge and skills MET staff. The absence of a counterpart, combined with the low MET budget for training (N\$50,000), creates the impression that the MET does not place a high priority on staff development or training. Such a situation does not bode well for the future ability of the MET to carryout its environmental mandate across the country.

7.5 Inconsistency In Application of The MET Policies and Legislation In Support of CBNRM and Conservancies:

The past year has seen what appears to be a regression of MET support for the National CBNRM Programme and communal area conservancies. In a number of instances, MET CBNRM policies were not followed or were inconsistently applied, based upon what appears to be the individual motivations of MET staff rather than institutional policy applications. In particular, there appears to be major inconsistencies in relation to the following issues:

- Trophy Hunting Quota Awards and Time Frames: The MET is now requiring conservancies to acquire an additional permit, in addition to their quota allocation, for the removal of “own-use game”. Further, MET is stating that a MET representative must accompany the hunt and that MET must approve the area in the conservancy in which the hunt can take place. This is a throw-back to the pre-conservancy era, and appears to be a misapplication of the amendment of the 1975 Nature Conservation Ordinance, through Act No. 5 of 1996. It also is reinforcing a dual standard between communal area residents and freehold farmers, which is again, in contradiction to the MET Policy on Wildlife Management, Utilisation and Tourism in Communal Areas;
- MET Requirement of Conservancy Management Plans Prior to Award of Quotas: In February, the MET informed the four conservancies that were awaiting their hunting quotas that they would be required to develop and submit a Conservancy Management Plan prior to the award of the quotas. Though the quota requests had been submitted in September and October of 2000, the MET waited almost four months (and until the 2001 hunting season had commenced) to notify the conservancies of this requirement. Furthermore, there is no MET policy or legislation that states there is a requirement for a management plan prior to award of quotas. This new condition further reinforces the perception that MET staff are imposing dual standards on communal area residents;
- Continued Award of Tourism Concessions In Communal Areas: The MET Community-Based Tourism Policy of 1995 lays out a strong intent to “redress past discriminatory policies and practices which gave substantial rights over wildlife to commercial farmers, but ignored communal farmers”. Along this line, the policy seeks to maximize the participation and benefit which communal area residents can derive from tourism. Yet, there have been two recent instances during which the MET has continued to award highly lucrative tourism concession on communal lands to individual private sector operators, and in the process, have undermined emerging conservancies. In the case of the Hobatere concession, the MET approach has resulted in a strong marginalization of the #Khoadi //Hoas Conservancy, and will most probably result with a joint-venture agreement between the operator and conservancy that is less than 30% of the market value of the concession. This has major implications on the medium-term financial viability of the #Khoadi //Hoas Conservancy. During the reporting period, no progress was made on this issue;
- Lack of Support To Resolve Conflicts: There seems to be an unwillingness for the MET to assert their authority in support of the MET CBNRM policies and legislation. Instances of this include: the inability of the MET to assist the Salambala Conservancy to evict 4 farmers from its core wildlife area over a period of more than four years; the failure of the MET to take a firm stance on the Hobatere Concession, even though the concession lease renewal clause clearly specified the MET could opt not to renew the lease; the limited follow-up MET has provided in trying to resolve boundary conflicts between emerging conservancies; and the lack of a firm stand on PTO applications by individuals for tourism rights in conservancies.

The above regressions and inconsistencies over the past year give the appearance that many individuals in the MET are not carrying out MET CBNRM policy, and in the process, are re-asserting the past inequitable, control-driven approaches to conservation in Namibia. This is not a positive situation for the CBNRM Programme, as these inconsistent applications of policy and legislation by MET staff are driving a wedge between MET staff and NGOs/Conservancies. While a number of legal opinions (including one from the Namibia Attorney General's Office) support the NGO and Conservancies' stances, the MET continues to misinterpret or mis-apply the legislation.

APPENDIX ONE:

LIFE PROGRAMME MATCH CONTRIBUTIONS:

Updates on Illustrative Match Activities

LIFE PROGRAMME MATCH CONTRIBUTIONS:

WWF will meet the LIFE Programme match requirement through a number of sources. The actual activities to be funded are illustrative in nature and may be replaced with other activities that meet the appropriate goals and objectives of the programme.

A key application of some WWF match funds will be to maximize flexibility of funding for grant recipients where accessing USAID funds is difficult and costly. Key examples include small construction activities (CGG offices, borehole development, etc.), procurement of vehicles/equipment, or direct sponsorship of MET activities.

Following are specific, illustrative sources and applications of match funds for the 2001-2002 planning year:

1.0 Home Office Backstopping Services:

WWF, World Learning, and Rossing Foundation have all agreed to provide backstopping services (inclusive of salary, fringe and indirect costs) as match contributions. WWF will contribute up to five percent of the Vice President for Africa and Madagascar time. The Rossing Foundation will contribute up to 25% of a program officer's time, 5% of the Director's time, and 50% of the Craft Director's time. World Learning will contribute up to 15% of the Home Office Coordinator's time and 15% of the Director of Contract Management Services' time.

2.0 WWF-US Grants:

WWF, Inc. has continued its own Namibia grant funds (US\$70,000 for fiscal year 2002) within the relevant project activity areas of Caprivi, Otjozondjupa, the Uukwaluudhi area of Omusati, and throughout the country. In particular, WWF match funds were applied to the purchase and translocation of wildlife to the Nyae Nyae Conservancy, development of wildlife waters in the Uukwaluudhi Conservancy, and an assortment of other conservation activities that complement those being funded with USAID funds.

3.0 WWF-International Grants and Projects:

The WWF Family of National Organizations will also continue to contribute towards the LIFE match requirement. Project activities in the Kunene Region will be funded for the entire planning year, while WWF-UK, through DFID, will continue to support the Rossing Foundation CBNRM training grant. FY 2000 also saw the advent of a major WWF-UK funding initiative to Caprivi, with N\$2,474,694 of funds being committed to the Caprivi IRDNC Programme as a complement to the USAID TBNRM funds.

4.0 Grant Recipient Match:

Grant match contributions will be strongly encouraged as part of the LIFE Programme's institutional strengthening effort. While the 25% match cannot be made a prerequisite for the award of grants to potential recipients, the LIFE Programme staff will collaborate with grantees in the identification and tracking of potential match sources.

While the programme initially seeks to receive a 25% grantee match contribution, it is anticipated that such match contributions will increase over time as the grantee seeks to absorb and sustain its

operational costs through other sources of funds. This reduced dependence on LIFE funds is envisioned to be a major objective of the programme as it enters the final segments of LIFE II.

5.0 Conservation Trust Fund For Namibia:

At the request of the MET, WWF will continue to provide strategic assistance in establishing the Namibia Environmental Investment Fund. Exploratory efforts were begun in November, 1993, and have been followed-up remittantly since then. During the reporting period, discussions were maintained with the GEF (through the World Bank) for making an endowment to the trust fund, and costs to support this activity were incorporated into the GEF PDF-B grant. The World Bank has requested Barry Spergel, of the WWF-US Home Office, to assist with key aspects of finalizing the establishment of the EIF. Mr. Spergel will be coming to Namibia in the end of November.

6.0 The Rossing Foundation Grant Programme:

The Rossing Foundation will provide funding for a number of activities (i.e. basket-making and crafts projects) that fall within the scope of the LIFE Programme. Such activities will be utilized and track as LIFE match contributions.

APPENDIX TWO:

**LIFE II PROGRAMME LOG FOR SHORT-TERM TRAINING AND
PLANNING/COORDINATION EVENTS**

FOR:

PLANNING PERIOD APRIL 1 – SEPTEMBER 30, 2001

LIFE2 - Training Database															
Updated: Oct-01															
Training Event	Event Type	Organization	Cost		Date Begun	Length	Person Days/Trng	Participants					Venue	Objectives	
			\$	Donor				Total	Female	Comm.	NGO	Gov't	Other		
Quarterly Planning	Planning	IRDNC, MET, NGOs, Conservancies			April-02-01	4	400	100						Wereldsend	Planning, information sharing & development of facilitation skills.
Strategic Planning	Planning	MET	11,000	LIFE	April-03-01	3	48	16	2			7		Windhoek	To establish a strategic plan for the Directorate
Strategic Planning	Planning	MET	200	LIFE	April-24-01	3	60	20	6			14		Windhoek	To clarify earlier planning sessions & develop strategic plan for DSS
Management Planning	Planning	LIFE, MET, NDT		LIFE	April-27-01	1	15	15	4	11	2	1		Oskop	To discuss basic components of a management plan and draft ideas
Annual Planning	Planning	WWF, LIFE			May-02-01	3								Harare	To ensure WWF integrated Planning in region
Singalanwe Craft Meeting	Planning	IRDNC			May-18-01	1	13	13	13	11	2			Kwandu	Discuss craft industry opportunities
Fishery & Biodiversity	Planning	EU		EU	June-04-01	4	4	1			1			Swakopmund	To establish current situation regarding fisheries research and identify action plan.
Vision 2030	Planning	MET, LIFE, UNAM, Poly.			July-10-01	1	12	12	2		1	7	4	Windhoek	Discuss environmental input to the Vision 2030 process
Salambala Revenue Distribution	Planning	IRDNC			July-12-01	1	3	3			2	1		Bukalo	Revenue distribution & adopt spending plan
NACSO - CBNRM Planning Workshop	Planning	NACSO members			August-16-01	2	150	75	16		37	19	19	Windhoek	To discuss recommendations from the LIFE mid-term evaluation and develop an action plan
Planning Workshop	Planning	NACSO members			August-20-01	1								Windhoek	To consolidate the recommendations from the mid term review and revise national CBNRM program strategy
Quarterly Planning	Planning	IRDNC, MET, NNF			August-22-01	3	144	48	29	21	23	4		Mashi	Report back of quarterly activities, including PAC workshop, anti-poaching, JV, hunting, forestry & planning for next quarter
CBNRM Assessment/Evaluation	Planning	LIFE, RF		LIFE	August-22-01	1	20	20	7	13		7		Uukwaluudhi	To make an assessment of the CBNRM program in Uukwaluudhi, particularly, the Rossing Foundations input
Sustainability Planning	Planning	LIFE, IMLT, NNF		LIFE, NNF	Sep-10-01	1	10	10	4	10				Bukalo	To discuss sustainability planning and produce an action plan for implementation
Quarterly Planning	Planning	LIFE, RF, NNF		LIFE	Sep-14-01	1	13	13	5	8		5		Tsandi	To plan activities for the next quarter and provide feedback
NCCED Quarterly Planning	Planning	LIFE, RF, NACOBTA		DfID	Sep-18-01	2	48	24	7		12	9		Ongwediva	To plan activities for the next quarter and provide feedback
Polytechnic Students	Training	IRDNC			Ongoing									Wereldsend	To provide training opportunities for Namibian Students in CBNRM
Awareness - HIV/AIDS	Training	IRDNC			Ongoing	1	100	100						All areas NW	HIV/AIDS awareness, advice, counselling to staff and community
Management skills	Training	IRDNC			Ongoing	1	50	50						All areas NW	To ensure effective management skills in conservancies and IRDNC
Supervision & leadership	Training	MET	10,000	LIFE	Ongoing			5						Distance	To provide Wardens & Rangers with basic knowledge in supervision & leadership
CBTE Training	Training	IRDNC			Ongoing			10						Purros, Anmire	Product development and management skills
Purros - benefit sharing	Training	IRDNC			Ongoing			10						Purros	Negotiating skills for agreement with WSN.
Craftmakers	Training	IRDNC			Ongoing			20						Torra, Sesfontein, Purros, Ehrovipuka	To provide support and advice to craftmakers
Re-training in use of event book & reporting system	Training	LIFE, IRDNC		LIFE	April-02-01	2	26	13	1	13				Kubunyana	Re-training in the use of the event book and reporting systems
Introduction to holistic management	Training	IRDNC, MET			April-04-01	3	42	14	4		10	4		Wereldsend	To improve management for IRDNC staff
Re-training in use of event book & reporting system	Training	LIFE, IRDNC		LIFE	April-04-01	2	32	16		16				Kubunyana	Re-training in the use of the event book and reporting systems
Law enforcement - Tsiseb	Training	RISE, Police, MET			April-05-01	1	14	14	2	6	3	3		Uis	To provide Tsiseb CCG with a basic understanding of law enforcement
Re-training in use of event book & reporting system	Training	LIFE, IRDNC		LIFE	April-06-01	1	14	14		14				Kubunyana	Re-training in the use of the event book and reporting systems

Training Event	Event Type	Organization	Cost		Date Begun	Length	Person Days/Tmrg	Participants						Venue	Objectives
			\$	Donor				Total	Female	Comm.	NGO	Gov't	Other		
Re-training in use of event book & reporting system	Training	LIFE, IRDNC		LIFE	April-09-01	2	66	33	6	33				Salambala	Re-training in the use of the event book and reporting systems
Map Reading: King Nehale	Training	RF, IRDNC, MET		DfID	April-13-01	4	92	23	5	18		5		Okashana	To transfer basic map reading skills & gather additional resource information
Roles & Responsibilities: Uukwaluudhi	Training	RF, LIFE		DfID	April -23-01	3	42	14	7	14				Mahenene	To broaden understanding & develop a clear set of roles & responsibilities of committee members and conservancy staff
Basic Introduction to Tourism	Training	NACOBTA	31,014	SIDA	April-25-01	12	120	10	2	10				Keetmanshoop	To provide basic knowledge of tourism to CBTEs members
Craftmakers	Training	IRDNC			April-26-01	3	18	6	5	6				Purros	Upgrading of old crafts and pricing systems
Roles & Responsibilities - Otuzemba CGG	Training	IRDNC			April-28-01	1	17	17	5	17	1			Otuzemba	To facilitate discussion on roles & responsibilities of CMC, headmen, members and CGGs
Roles & Responsibilities - Otjerinda CGG	Training	IRDNC			April-29-01	1	35	35	5	35	1			Otjerundu	To facilitate discussion on roles & responsibilities of CMC, headmen, members and CGGs. Plus HIV/AIDS information
Orientation for CGG - Sesfontein & Opuwo	Training	IRDNC			April-30-01	1	2	2	0	2	1			Sesfontein, Opuwo	To orientate the newly appointed CGGs.
Conservancy Awareness	Training	NDT	2,000	LIFE	May-16-01	2	82	41	28	40	1			Haib	To provide information, concept & framework for conservancy devt.
West Caprivi letter writing	Training	IRDNC			May-02-01	2	18	9	2	6	3			Ngepi	Overview of letter writing process, communication & law
Large Carnivore Monitoring	Training	IRDNC			May-03-01	20	280	14	0	14				Otjovasandu	To train CGGs & Field Officers in large carnivore monitoring
Train the Trainer Course	Training	NACOBTA	8,764	SIDA	May-07-01	5	45	9	3		9			Harmony Centre	To provide appropriate training skills to our training partners
West Caprivi conflict resolution & GPTF	Training	IRDNC	3,000		May-14-01	2	38	19	5	14	5			Kubunyana	To resolve conflict over administrative issues between committee & headman
Conservancy Game Counts	Training	RISE			May-14-01	4	224	56	9	35	3	9		North West	To provide participants with basic game count skills
Roles & Responsibilities: Otuzemba Okongoro	Training	RF, IRDNC, MET	2,100		May-20-01	4	68	17	4	17				Otuzemba	To broaden understanding & develop a clear set of roles & responsibilities of committee members and conservancy staff
First Aid Training Course	Training	NACOBTA	2,465	SIDA	May-23-01	1	11	11	0	11				Uis	To provide practical first aid skills to the local tour guides
Craftmakers	Training	IRDNC			May-29-01	1	21	21	18					Otjokavare	To work on upgrading crafts & price setting
Conservancy Game Counts	Training	IRDNC, MET, NNF, DEA, MIU, LIFE, SRT, RISE			June-01-01	15	1800	120	10	110	5			North West	To conduct game census through Kunene using distance sampling method & give training in this to conservancy members
Productivity analysis	Training	NNFDN	2,000	LIFE	June	2	16	8	6	8				Baraka	To discuss ways in which staff can work more productively
Conservancy Game Counts	Training	RISE			June-05-01	9	504	56	9	35	3	9		North West	To learn from active participation in North West Game Count
Roles & responsibilities	Training	NNFDN, RF	2,000	LIFE, RF	June	5	40	8	6	8				Baraka	To learn how the MC should be accountable & more productive
JV Agreements: Mashi	Training	RF, IRDNC	1,600		June-05-01	3	51	17	3	17				Kubunyana	To deveop & practice knowledge, attitude & skills of facilitators
	Training	NNFDN	2,000	LIFE	June	5	40	8	6	8				Baraka	To learn how to report property & how reports are linked to record keeping & planning
Special Tourguide Course	Training	NACOBTA	37,933	SIDA	June-11-01	12	144	12	7	12				Warmbad	To provide essential tourguiding skills with local content to trainees
Ranger Induction Course	Training	MET	100,000	LIFE	June-18-01	20	280	14	6			14		Polytechnic +	To provide new & inexperienced Rangers with an introduction to some of the basic, practical knowledge & skills required for job
Basket making: Salambala	Training	RF	15,000		June-18-01	10	330	33	33	33				Salambala	To improve basket making techniques
Problem animal management	Training	SAWC	59,000	LIFE	June-25-01	5	35	7				7		SAWC	To provide problem animal management competencies to Wardens

Training Event	Event Type	Organization	Cost		Date Begun	Length	Person Days/Trng	Participants						Venue	Objectives
			\$	Donor				Total	Female	Comm.	NGO	Gov't	Other		
Institutional Development & Organisation - Doro !Nawas	Training	RISE			June-27-01	3	39	13	2	9	4			Windhoek	To develop institutional and organisational skills in MC
Follow Up - Event Book and Reporting System	Training	LIFE, IRDNC		LIFE	June-27-01	1	6	6		4	1		1	Kongola	Follow up on the event book and reporting system to community game guards
National PAC workshop	Training	IRDNC, LIFE,MET	70,000		July-05-01	3	78	26		17	4	5		Windhoek	To develop a strategy for human and wildlife conflict
Integrated strategic planning	Training	MET	53,000	LIFE	July-09-01	12	60	5				5		SAWC	To provide park management planning competencies to Wardens
Regional HIV/AIDS	Training	NDT/Regional HIV/AIDS Coordinator	6,000	LIFE	July-11-01	2	42	21	16	21	1	1		Keetmanshoop	To identify & develop a project proposal for the whole Karas Region regarding HIV/AIDS
Roles & Resonibilities of Board	Training	NNFDN	4,000	LIFE	July	5	120	24	6	17				Baraka	To learn how Board members could be constructively involved in the affairs of the conservancy
Admin. Systems development	Training	NNFDN	2,000	LIFE	July	2	16	8	6	8				Baraka	To develop control systems for effective management of the NNC
Admin. Systems development	Training	NNFDN	2,000	LIFE	July	2	16	8	6	8				Baraka	To develop control systems for effective management of the NNC
Admin. Systems development	Training	NNFDN	2,001	LIFE	July	2	16	8	6	8				Baraka	To develop control systems for effective management of the NNC
Admin. Systems development	Training	NNFDN	2,002	LIFE	July	2	16	8	6	8				Baraka	To develop control systems for effective management of the NNC
CRM event book	Training	IRDNC, LIFE			July-16-01	1	12	12	11	8	4			Kongola	Review the activity poster of the CRM & plan monitoring system
Tourism Awareness	Training	NACOBTA	10,436	SIDA	July-16-01	6	78	13	2	13				Ehrovipuka	To create tourism awareness for conservancy committee members
Tourism Awareness	Training	NACOBTA	10,436	SIDA	July-16-01	6	48	8	3	8				Omatendeka	To create tourism awareness for conservancy committee members
Tourism Awareness	Training	NACOBTA	14,172	SIDA	July-18-01	4	56	14	3	14				Marienflus	To create tourism awareness for conservancy committee members
Kwandu Integrated Management Planning Workshop	Training	IRDNC, LIFE	1,500		July-18-01	2	74	37	7	22	7	8		Katima	Discussed integrated development & management planning process for the conservancy
Conservancy Awareness	Training	NDT	3,000	LIFE	July-18-01	2	120	60		60				//Gamaseb	To provide information & concept for framework for conservancy
Event Book and Reporting System	Training	LIFE, IRDNC		LIFE	July-19-01	1	8	8		6	1		1	Sangwali	Introduce the event book and reporting system to community game guards
Wildlife Management Planning	Training	RISE			July-20-01	1	11	11	2	5	2	2		Khorixas	To develop Wildlife Management Plan
Roles & Responsibilities: Omihana	Training	RF	1,500		July-23-01	3	72	24	6	24				Omihana	To broaden understanding & develop a clear set of roles & responsibilities of committee members and conservancy staff
Event Book and Reporting System	Training	LIFE, IRDNC		LIFE	July-24-01	2	24	12	2	10	1		1	Kasika	Introduce the event book and reporting system to community game guards
Conservancy Constitution	Training	NDT	1,500	LIFE	July-26-01	2	32	16	6	16				Kalk Plateau	To develop a conservancy constitution for Kalk Plateau
Follow Up - Event Book and Reporting System	Training	LIFE, IRDNC		LIFE	July-26-01	1	5	5		4			1	Salambala	Follow up on the event book and reporting system to community game guards
Follow Up - Event Book and Reporting System	Training	LIFE, IRDNC		LIFE	July-28-01	1	10	10		8	1		1	Kongola	Follow up on the event book and reporting system to community game guards

Training Event	Event Type	Organization	Cost		Date Begun	Length	Person Days/Trng	Participants						Venue	Objectives
			\$	Donor				Total	Female	Comm.	NGO	Gov't	Other		
Follow Up - Event Book and Reporting System	Training	LIFE, IRDNC		LIFE	July-29-01	1	6	6		4	1		1	Kongola	Follow up on the event book and reporting system to community game guards
Follow Up - Event Book and Reporting System	Training	LIFE, IRDNC		LIFE	July-30-01	1	8	8		6	1		1	Sangwali	Follow up on the event book and reporting system to community game guards
Public Realties & Communication	Training	SAWC	8,500	LIFE	July-30-01	5	10	2			2			SAWC	To provide selected DPWM staff with competencies in marketing, report writing, presentation, communication, campaigns, publicity
Constitution Awareness	Training	IRDNC			August-06-01	3	21	7	2	4	3			Mashi x 4	Discuss the constitution of the conservancy with community
Participatory Resource Mapping	Training	LIFE, RF		Dfid	August-08-01	3	51	17	1	17				Uukwaluudhi	To understand participatory resource mapping methods & map resources of conservancy
Basic Introduction to Tourism	Training	NACOBTA	19,635	SIDA	August-12-01	13	143	11	4	11				Uis	To provide basic knowledge of tourism to CBTEs members
NW Game Count Follow up Workshop	Training	MET, IRDNC, LIFE, NNF, RISE, SRT		LIFE	August-14-01	2	32	16	1		10	5		Otiwarongo	To provide feedback and understanding of game count methods, including presentation of statistics
Polytechnic Students	Training	LIFE			August	1								Windhoek	To provide students with understanding of methods for wildlife monitoring & road census methods
English Language Tutor orientation	Training	MET	3,500	LIFE	August-24-01	2	10	5	4				5	Windhoek	To orient volunteer tutors to the materials & suggested pilot program for training Rangers in English language
	Training	RISE			August-19-01	3	75	25	0	9	5			SRT Camp	To develop institutional and organisational skills in MC
Roles & Responsibilities: Omihana	Training	RF, NDT	9,865		Sep-10-01	4	96	24	13	24				Keetmanshoop	To broaden understanding & develop a clear set of roles & responsibilities of committee members and conservancy staff
Management & Productivity	Training	NNFDN,RF	9,000	LIFE,RF	Sep	4	32	8	6	8				Windhoek	To enhance NNC management productivity
Management Committee Training	Training	NDT/Rossing	23,000	LIFE	Sep-10-01	5	115	23	13	23				Keetmanshoop	To provide participants with relevant administrative and management skills to run their organization successfully
Project Proposal Development	Training	NDT	1,500	LIFE	Sep-20-01	2	30	15	7	15				Ganigobes	To identify and develop project proposal for Ganigobes as well as train people on how to develop project proposal
CBNRM Awareness	Networking	IRDNC			April-23-01	1	45	45	18	45				Okangundumba	Conservancy awareness amongst youth
CBNRM Awareness	Networking	IRDNC			April-24-01	1	54	54	26	54				Okorosave	Conservancy awareness amongst youth
CBNRM Awareness	Networking	IRDNC			April-26-01	1	23	23	3	23				Otuvero	Conservancy awareness amongst youth
CBNRM Awareness	Networking	IRDNC			April-28-01	1	28	28	10	28				Otjerunda	Conservancy awareness amongst youth
CBNRM Awareness	Networking	IRDNC		+	April-29-01	1	32	32	15	32				Otijkoto	Conservancy awareness amongst youth
Caprivi Craftmakers awareness	Networking	IRDNC			May-08-01	2	36	18	17	14	4			Mashi	Discuss Mashi craft market system, craft delivery, marketing etc.
Otjokavare School Excursion	Networking	IRDNC, FO, Teacher			May-10-01	4	120	30	11	30				Torra	To raise awareness about conservancies & local environmental issues.
Exchange Trip	Networking	IRDNC			May-31-01	18	306	17	8	17				Caprivi, Botswana, Zimbabwe	Exposure trip - community practice, CBNRM projects etc.
Kunene Game Count	Networking	IRDNC			June-01-01	12	72	6		4	2			Kunene	Assist with the annual vehicle game count
West Caprivi secondments	Networking	IRDNC			June-01-01	31	124	4		4				Kunene	Exposure to other game guard systems, different cultures & skills
Jakob Basson School Excursion	Networking	IRDNC			June-15-01	3	63	21	10	21				Wereldsend	To see energy sources at Wereldsend & plant adaptation
Sustainable Use for Biological Diversity	Networking	UNEP			Sep-24-01	3	3	1						Maputo	Provide input into regional guidelines on sustainable use.
		Summary: Overall	548,623			390	8,131	2,059	551	1,317	177	153	35		
		Planning				32	940	370	95	74	80	74	23		
		Training				280	6285	1410	338	971	91	79	12		
		Networking				78	906	279	118	272	6	0	0		

Note: The total cost of training is not adequately reflected in this table as not all courses have been costed

APPENDIX THREE:

**LIFE II PROGRAMME CONSULTANTS EMPLOYED DURING THE
REPORTING PERIOD**

FOR:

April 1 – September 30, 2001

**Table Three: LIFE II Programme Consultants Employed During The Reporting Period
April 1, 2001 – September 30, 2001**

Consultancy Purpose	Consultant Name	Nationality	Sex	Level of Effort
Prepare NACSO Brochure	Teresa Sguazzin (AN98)	Italian	F	15 Days
English Language Development	Kristen Danek (AN99)	American	F	80 Days
Support for Entrepreneurial and Management Training with IMLT	Institute for Management and Leadership Training (IMLT) (N100)	Namibian	N/A	77 Days
Complete CBNRM/Conservancy Training Materials	Eco Development Education and Training (N101)	Namibian	N/A	25 Days
Developing an Intervention in the Aquatic Environment of the Caprivi Region	John Purvis (N102)	British	M	35 Days

APPENDIX FOUR:

**LIFE II PROGRAMME CUMULATIVE PROGRESS TOWARDS
ACHIEVEMENT OF RESULTS FOR**

PERIOD:

October 1, 2000 – March 31, 2001

OVERVIEW OF LIFE II PROGRAMME IMPACTS

October 1, 2000 – September 30, 2001

This section portrays LIFE II Programme progress against programme indicators from the inception of the LIFE II Programme through September 30, 2001.

This is the fourth semi-annual report for LIFE II, and progress towards the LIFE II results is evident, with many targets already being exceeded. Following are brief write-ups on some of the more notable aspects of progress:

1.0 CONSERVANCIES ESTABLISHED:

During this past planning year, an additional four conservancies (Ehi-ruvipuka, Marienflus, Oskop, and Tsiseb) were registered. Hence, there are now 14 communal area conservancies registered -- thus meeting the LIFE Programme target for 2001. Cumulatively, these 14 registered conservancies encompass 3,852,500 hectares of prime wildlife habitat and engage an estimated 30,833 people in conservancy activities. In comparison, the LIFE Programme 2001 targets for conservancy hectares and number of individuals benefiting in registered conservancies is 5,790,050 hectares and 32,550 people, respectively. Thus, there is a shortfall of 33% against targeted hectares and 5% against registered people.

However, there is not need for concern about the current shortages as in addition to the 14 registered conservancies, there are an astounding 34 additional communities currently forming conservancies. These areas incorporate an estimated 6,000,000 – 7,000,000 hectares and more than 70,000 people. Further, the Sorris Sorris and Uukwaluudhi Conservancies will attain registration early in the next planning period, bringing the number of registered conservancies to 16 and thereby reducing much of the target deficit for hectares and exceeding the participant target.

As can be seen above, the introduction of the conservancy concept is having a major positive impact towards the introduction of conservation activities and involvement of communal area residents in natural resource management practices. As a result, there is no question that LIFE II will far exceed its performance targets with respect to the number of conservancies registered, hectares under conservancy management, and conservancy members benefiting from CBNRM activities.

2.0 PROGRAMME INCOME/BENEFITS FROM CBNRM ACTIVITIES:

This past planning year has seen exceptional growth in CBNRM income and benefits, despite continued low tourism levels in Caprivi. The total income and benefits documented for 2001 amounted to N\$6,124,195, which is the equivalent of US\$785,153 (based upon an average exchange rate of N\$7.8/US\$ for the period October, 2000 – September, 2001), and almost doubles last year's figure of N\$3,411,260. In comparison, the 2001 target for this indicator is N\$2,662,440. Hence, the benefits and income target for 2001 has been exceeded by 230%.

A major strength of the CBNRM income/benefits being generated is its diversity. A breakdown of the income/benefits generated reflects the following:

- Community-Based Tourism

Enterprises/Campsites:	N\$2,063,422	34%
• Joint Venture Tourism	N\$1,536,636	25%
• Thatching Grass Sales	N\$ 898,000	15%
• Trophy Hunting & Meat	N\$ 893,202	15%
• Game Donations	N\$ 417,460	8%
• Craft Sales	N\$ 234,827	4%
• Own-Use Game Meat	N\$ 54,320	1%
• Miscellaneous Income	N\$ 17,328	.3%

The total cash income directly received by conservancies during the past year came to N\$1,433,342 compared to N\$484,886 in 2000.

The impacts of the extensive increases in income and benefits is having a three major impacts:

First, conservancies are starting to realize significant amounts of cash income, with 10 conservancies now receiving cash revenues. The revenues received by conservancies ranged from a low of N\$8,404 in Marenfluss to N\$341,011 for the Nyae Nyae Conservancy, with average income being N\$1,423,342. These revenues are starting to allow conservancies to cover their operating costs, with the vast majority of such operating costs being related to management of the resource base. As a consequence, conservancies are becoming more viable as resource bases recover and more financially viable.

Secondly, the income being generated by conservancies has provided an incentive for a major conservation movement across Namibia. Last year, there were 10 registered communal area conservancies and approximately an additional 20 under development. This year there are 14 conservancies registered and an additional 34 under development.

Lastly, the front wave of conservancies are starting to distribute benefits to members and/or development projects. Community development projects were funded in the Torra and Salambala Conservancies this year, while the Nyae Nyae Conservancy distributed approximately N\$59,000 in membership dividends.

3.0 NACSO ACQUISITION OF NON-USAID SUPPORT FUNDS:

A LIFE II target has been set to acquire US\$1,000,000 of non-USAID support funds for NACSO by the end of LIFE II. Since the commencement of LIFE II NACSO has acquired three major tranches of donor funds. In 1999, SIDA provided a grant to NACSO (through the NNF) for N\$3,384,943, or approximately US\$564,157 at the then exchange rate. More recently, NACSO has secured a GEF PDF-B planning grant through the World Bank in the amount of US\$295,000, which is roughly the equivalent of N\$2,507,500 (at an exchange rate of N\$8.5/US\$). This is a fore-runner of what is anticipated to be a US\$9,000,000 grant to NACSO. Lastly, SIDA has committed an additional N\$2,000,000 (US\$235,294) to NACSO (through the NNF) to sustain its CBNRM effort in Erongo Region and to allow expansion of CBNRM efforts to Hereroland.

Cumulatively, NACSO has already been able to generate an additional US\$1,094,451 of donor funding for the CBNRM Programme, thereby exceeding the established target.

Updated: October, 2001

Indicator Tables for SO#3 RP - Phase II

USAID/Namibia Objective: SO3	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Result SO#3:	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Indicator 1:	The number of individuals in registered conservancies that benefit from program supported CBNRM activities.		
Unit of measure: number (annual)	Year	Target	Actual
Source: Conservancy registry documentation/LIFE	1997		0
Indicator description: The number of registered adults is available as a requirement of the conservancy process. The total number of individuals belonging to a conservancy is calculated, based on census data that estimates average household size at 6.2 persons, and that single-headed households constitute about 15% of all households. Future projections are consistent with the expectations for the number of new conservancies that will be registered during Phase 2 of the LIFE Project -- 14, with an average population of 2,325 persons (based on the average populations of the 4 conservancies that were approved in 1998).	1998		9,300
	1999	13,950	13,946
	2000	23,250	27,201
	2001	32,550	30,833
	2002	32,550	
Comments: Data is based on the populations of the following conservancies, as determined by the number of registered adults, assuming an average household size of 6.2 persons. Doros !Nawas: 1,048 Ehi-ruvipuka 1,818 Khaodi//Hoas: 2,851 Kwandu: 6,041 Marienflus: 432 Mayuni: 1,476 Nyae Nyae: 2,288 Oskop: 94 Salambala: 7,135 Torra: 1,440 Tsiseb 1,440 Uibasen: 230 Wuparo: 4,320 Purros: 270 <u>Pending:</u> Sorris Sorris: 1,253	2003	39,525	
	2004	48,825	
	2005	55,800	

USAID/Namibia Objective: SO3	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Result Name SO#3:	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Indicator 2:	The number of hectares of land managed by communal area conservancies		
Unit of measure: square hectares	Year	Target	Actual
Source: Conservancy registry documentation/LIFE	1997		0
Indicator description: The number of hectares of land of all registered conservancies	1998		1,682,100
	1999	2,481,450	1,682,100
	2000	4,135,750	2,523,700
	2001	5,790,050	3,852,500
Comments: Actual hectares from 14 registered conservancies = 3,852,500. <u>Pending:</u> Sorris Sorris: 227,724	2002	5,790,050	
	2003	7,030,775	
	2004	8,685,075	
	2005	9,925,800	

USAID/Namibia Objective: SO3	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Result Name SO#3:	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Indicator 3:	Total community income from natural resource-based activity.		
Unit of measure: Namibian dollars (annual)	Year	Target	Actual
Source: Conservancy accounts/LIFE	1995		160,000
Indicator description: The value of total benefits earned by registered conservancies, in Namibian dollars, between Oct 1 and September 30. This amount is calculated by conservancy, and equals the sum of: gross conservancy income earned from private sector partnerships/contracts, for example from lodges & trophy hunting; net income from conservancy-managed enterprises, such as campsites; non-conservancy employment income, such as employment at lodges; & income earned from household-level natural resource-based activity, e.g., craft sales and thatching grass.	1996		568,850
	1997		668,350
	1998		1,157,776
	1999	1,457,400	2,439,823
	2000	2,101,000	3,411,260
	2001	2,662,400	6,343,910
	Comments: Income information is updated annually. The latest information is from September, 2001.	2002	3,283,000
2003		4,196,800	
2004		4,803,200	
2005		5,214,400	

USAID/Namibia Objective: SO3	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Result Name SO#3:	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Indicator 4:	The number of partnerships formed between conservancies and private sector businesses.		
Unit of measure: Number of formal partnerships between private sector firms and conservancy management committees	Year	Target	Actual
Source: LIFE M&E system	1997		0
Indicator description: The number of business contracts between the private sector and conservancies, which provide income to conservancy management committees. The target is to develop one formal business partnership for each conservancy registered, in order to give conservancies experience in negotiating and managing joint ventures, and in order to generate income and employment. The LIFE program will work to develop formal revenue sharing agreements between conservancies and lodges -- both new and existing.	1998		3
	1999	6	6
	2000	10	9
	2001	15	9
Comments: Year 2001 partnerships include: 9 partnerships in operation, plus 2 in draft format: 5 hunting - Nyae Nyae, Torra, Salambala, Khoadi Hoas & Doros Nawas; 4 Tourism Joint Ventures - Torra, Mayuni, Uibesen & Tsiseb <u>Pending:</u> Spitzkoppe Ehi-ruvipuka	2002	19	
	2003	23	
	2004	27	
	2005	30	

USAID/Namibia Objective: SO3	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Result Name IR#1:	Policy/legislative environment for integrated CBNRM improved		
Indicator 1:	National policies, legislation and regulations adopted that promote environmentally sustainable resource management		
Unit of measure: Number of LIFE-supported policy events.	Year	Target	Actual
Source: LIFE M&E system/Policy Log	1993	0	0
Indicator description: The number of events, e.g., workshops, forums, information events, held each year by the LIFE Project to support policy formulation and implementation in the following areas: parks & neighbors; community-based tourism; forestry; range management; land tenure; local government and other policies in support of CBNRM.	1994	0	9
	1995	2	19
	1996	4	29
	1997	4	39
Comments: Major policy action over the past year has focused on participating in discussions on the proposed Tourism Policy. NACOBTA and LIFE provided extensive written comments to MET on sections of the draft policy that deal with conservancies and tourism in community areas. In addition, LIFE assisted the Nyae Nyae Conservancy to submit a Tourism Concession Application, which is under consideration. If approved, this will set an important precedent for strengthening the tourism rights of conservancies, and will be the first tourism concession granted to communal area residents.	1998	5	48
	1999	5	50
	2000	50	53
	2001	52	55
	2002	54	

USAID/Namibia Objective: SO3	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Result Name IR#2:	Conservancies are established, self-financing and well managed		
Indicator 1:	The number of conservancies gazetted by the Government of Namibia		
Source: LIFE M&E system/Government Gazette			
Indicator description:			
Comments:			
Number of registered conservancies: Note: As of September 2001, 14 conservancies have been registered with MET. An additional 34 communal area conservancies are currently under development. Conservancies close to final registration include: Sorris Sorris	Year	Target	Actual
	1998	4	4
	1999	6	4
	2000	10	10
	2001	14	14
	2002	14	
	2002	15	
	2004	17	
	2005	19	

USAID/Namibia Objective: SO3	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Result Name IR#2:	Conservancies are established, self-financing and well managed		
Indicator 2:	Registered conservancies demonstrate effective management capability, as is determined necessary to effectively manage natural resource management programs.		
Source: LIFE M&E system/conservancy management profile			
<p>Indicator description: The number of registered conservancies that achieve "effective" scores in the following areas of capability: (to be measured by the Conservancy Management Profile) a. governance; b. natural resources management; c. organizational management; d. financial sustainability; (e.g., the number of conservancies covering their own operating costs from self-generated funds); and e. benefit distribution (e.g., membership-approved systems in place, and the total cash value of benefits distributed by conservancy management committees).</p> <p>An "effective" score indicates that a conservancy management committee is capable of operating with little or no external assistance. To be regarded as sustainable, a management committee must rate as "effective" in each of the aforementioned areas. See attached Index to review the capabilities of individual conservancies.</p>			
<p>Comments: Once a Conservancy Management Committee receives an "effective" score in each category assessed, than it can be considered sustainable - able to continue to operate with little or no external assistance. Detailed assessments for each conservancy will be available from the WWF/LIFE office.</p>			
		Target	Actual
<p>Number of conservancy management committees achieving "effective" ratings in all of the above capability areas.</p> <p>As of Sept. 2000, the Torra Conservancy was covering 100% of its operational costs from self-generated funds. As of Sept. 2001, the Nyae Nyae and Salambala conservancies were contributing self-generated funds to help cover a substantial portion of their operational costs.</p>	1998	0	0
	1999	0	0
	2000	1	1
	2001	3	1
	2002	5	

USAID/Namibia Objective: S03	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Result Name IR#2:	Conservancies are established, self-financing and well managed		
Source: LIFE M&E system/Government Gazette			
Indicator description: A meaningful proportion of women serving on management committees is considered important to developing conservancy management committees that are representative of resident populations, a requirement of Namibia's conservancy registration process. In particular, the LIFE Project will encourage greater participation of women on conservancy management committees, and will help to ensure that the needs of female-headed households are considered by conservancies in the development of benefits distribution plans.			
Comments:			
Percentage of conservancy management committee members who are women.		Target	Actual
Of the eight conservancies for which information is available, there are 105 management committee members, of which 26 are female.	1998	25%	
	1999	25%	25%
	2000	30%	25%
	2001	30%	25%
	2002	35%	
	2003	37%	
	2004	40%	
	2005	40%	

USAID/Namibia Objective: SO3	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources					
Result Name IR#3:	A Namibian capacity to support an integrated national CBNRM program is established.					
Indicator 1:	Key Namibian organizations are strengthened to develop and implement the Namibian National CBNRM Program.					
Source: LIFE M&E system/Institutional Development Profile; information on the effectiveness of the Rossing Foundation's CBNRM Unit will come from training reporting to the national program, as well as from assessments conducted by WWF/UK.						
Indicator description: CBNRM specific capabilities will be assessed for the following institutions: NACOBTA, IRDNC, Rossing Foundation, RISE, NANGOF, NNF, & MET. Each organization will be assessed according to the following capabilities: Governance & Oversight, the quality and effectiveness of an organization's oversight committee/board; <i>Management Resources</i> - refers to leadership, planning and overall management; <i>Human Resources</i> - rates staff development, skills and diversity; <i>Financial Resources</i> - financial management, vulnerability and solvency; <i>External Resources</i> - ability to effectively interact with government, communities, private sector & other NGOs. Composite scores will be presented along a low, medium or high capability. By the end of the project, in 2002, all organizations listed below should achieve a high score, indicating they are capable of managing CBNRM activities, and securing funding to do so, independent from WWF/LIFE technical and financial assistance.						
Organization	Baseline		Actual			Target
	Year	Score	2000	2001	2002	2002
IRDNC	1999	-	N/A	-		high
CBNRM Secretariat	1999	-	Est.	-		high
NACOBTA	1999	High	-	-		high
Namibian Nature Foundation	1999	-	N/A	High		high
RISE	1999	High	-	-		high
Rossing Foundation	1999	N/A	-	-		high
MET/CBNRM Unit	1999	-	2001: Revised MET structure established CBNRM Unit, but staff not yet appointed.			High
NNDFN	1999		-	-		
N/A - indicates capacity assessments have not yet been conducted.						
Comments: Organizational assessments of RISE, NACOBTA, and the NNDFN will be undertaken by July 2002, as part of a process to provide guidance to the development of the national CBNRM program.						
NANGOF: De-selected from program strategy due to low organizational & program capacity, as per 2000 organizational and financial assessments.						

USAID/Namibia Objective: S03	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources			
Result Name IR#3:	A Namibian capacity to support an integrated national CBNRM program is established.			
Indicator 2:	Key LIFE project services are transferred to Namibian organizations.			
Source: LIFE M&E system				
Indicator description: Key LIFE Project services are transferred to Namibian organizations. The LIFE Project will work to ensure that capabilities are in-place to enable key services, undertaken by the LIFE project as of 1999, and determined as necessary to an affective National CBNRM Program, to be transferred to designated Namibian organizations. The target year indicates the goal for transferring the service, and a 'Yes' indicates the service has been successfully transferred. Services will not be fully transferred until partner organizations have demonstrated an adequate capability to carry-out designated activities. The transfer of a program responsibility to a Namibian partner will be preceded by a twinning arrangement, which will gradually build needed skills and capability.				
Comments: Data will be presented as a Yes or No, indicating whether or not the designated organization has assumed <i>primary</i> responsibility for a given particular function.				
2001 data will be updated in October.				
Organization that will Assume Responsibility for Program Functions Carried-Out by the LIFE Project (as of 1999)	Target Year	Actual		
		2000	2001	2002
NNF - overall program monitoring & evaluation	2000	Begun	Has begun	
NNF: Grant Management - small grants (under US\$50,000)	2000	Yes	Yes	
NNF: Grant Management - large grants (over \$50,000)	2002	No	Has begun	
DEA: Applied Research (with assistance from the DIFD-funded WILD Project - Wildlife Integration for Livelihood Development)	2000	Yes	Yes	
Rossing Foundation: CBNRM Training	1999	Yes	Yes	
TBD: Business Development Assistance	2002	No	IMLT now engaged	
MET-CBNRM Unit: NRM assistance	2002	No	No	
Notes: ? - indicates that a strategy for turning over these services to designated Namibian partner organization has not yet been developed. During 2000, the NNF began managing small grants to conservancies, and currently manages conservancy development grants to Kwandu, Mayuni, Wuparo, Khaodi//Hoas, Uukwaluudhi Conservancies. A strategy has also been developed to handover larger WWF grants to the NNF in a sequential fashion by July, 2002.				

USAID/Namibia Objective: SO3	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources				
Result Name IR#3:	A Namibian capacity to support an integrated national CBNRM program is established.				
Indicator 3:	National CBNRM Association of Namibia becomes operational				
Source: LIFE M&E system/Institutional Development Profile					
Indicator description: The steps taken to establish and operate a National CBNRM Association are successfully undertaken. Yes indicates a step has been completed.					
2001 data will be updated in October.					
Activity	Target Year	Actual			
		1999	2000	2001	2002
The Association completes the development of a constitution.	1999	Yes	Yes	Updated & amended	
Registration of members is completed, and rules of membership are clarified.	1999	Yes	Yes	Yes	
At least one full-time staff person is hired to manage the Secretariat.	1999	No	Yes	Three now employed	
The Association has received a grant from the LIFE project.	1999	No	Yes	Yes	
The Association submits its first activity implementation report.	2000	No	Yes	Yes	
Comments: NACSO (formerly the CBNRM Association of Namibia) was constituted in March 2000, and shortly thereafter hired its first two employees, a coordinator and an administrative assistant. The association received a grant from the LIFE Project in September 2000, and in July 2001, received a GEF/ World Bank grant for US\$295,000. The association's first workplan was approved in July 2000, and covers the period through November 2000. In October 2000 the CBNRM Association of Namibia's Secretariat organized a program-wide workshop that discussed CBNRM constraints. Based on current constraints, the CBNRM Association's Secretariat developed a one-year workplan, which the association use to address program constraints and opportunities.					

USAID/Namibia Objective: S03	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Result Name IR#3:	A Namibian capacity to support an integrated national CBNRM program is established.		
Indicator 4:	The National CBNRM Association of Namibia is able to secure non-USAID support.		
Source: LIFE M&E system			
Indicator description: To be counted against targets funds must - funds must be channeled through NNF/CBNRM Association. A) The number of donors that directly support the National CBNRM Program Association (in addition to USAID). B) The total amount of non-USAID grant funds received by the National CBNRM Program/Association. To be considered as support to the National CBNRM Program, decisions on how and to whom to allocate grant funds should go through the grant review process set-up by the National CBNRM Association (the same process used by the LIFE Phase II Project).			
Comments:			
Indicators		Target	Actual
1. No of donors other than USAID who provide funds to the National CBNRM program.	1999	0	0
	2000	0	1. SIDA grant to NNF
	2001	1	2. WB/GEF grant 3. Second SIDA grant to NNF
	2002	2	
2. Amount of non-USAID funds provided to support national CBNRM programme	1999	0	0
	2000	0	1. US\$564,157: 4/00-3/02 (N\$3,384,943)-SIDA grant to NNF to support RISE/MIU&LAC
	2001	US\$500,000	2.GEF Grant (US\$295,000) 3.SIDA Phase II (US\$235,294)
	2002	US\$1,000,000	
Note: Total funds raised to date on behalf of NACSO amount to US\$1,094,451, thereby exceeding the US\$1,000,000 target. In addition, the current GEF PDF-B grant is the forerunner of what is anticipated to be a US\$9 million grant for NACSO to help support CBNRM operational and development costs for the period 2002 - 2007.			

USAID/Namibia Objective: SO3	Increased Benefits Received by Historically Disadvantaged Namibians (HDNs) from Sustainable Local Management of Natural Resources		
Result Name IR#3:	A Namibian capacity to support an integrated national CBNRM program is established.		
Indicator 5:	Participation in the national CBNRM program is broadened .		
Source: LIFE M&E system/Institutional Development Profile			
Indicator description: The number of organizations represented on the National CBNRM Collaborative Group.			
Comments:			
		Target	Actual
Members of the National CBNRM Association: Integrated Rural development and Nature Conservation (IRDNC), Rural Institute for Social Empowerment (RISE), the University of Namibia's Social Science Division (UNAM/SSD), Rossing Foundation, the Namibian Association for Community Based Tourism (NACOBTA), Namibia Nature Foundation (NNF), the Ministry of Environment and Tourism, the Legal Assistance Centre (LAC), the Nyae Nyae Development Foundation of Namibia (NNDFN) & the Namibia Development Trust (NDT), NANGOF.	1998	8	8
	1999	8	10
	2000	20	11
	2001	20	11
	2002	20	

APPENDIX FIVE:

**LIFE PROJECT ACHIEVEMENTS AND TARGETS THAT WILL
CONTRIBUTE TO THE
USAID REGIONAL CENTER FOR SOUTHERN AFRICA SO#3
RESULTS FRAMEWORK**

PERIOD:

December 1, 2000 – October 30, 2002

Updated: October, 2001

Indicator Tables for the RCSA SO#3 Results Package

USAID/RCSA Objective: SO3	Increased Regional Cooperation In The Management of Shared Natural Resources.		
IR 3.1:	Viable practices for sustainable management of natural resources adopted.		
Indicator 1:	The number of Caprivi conservancies gazetted by the Government of Namibia		
Source: LIFE M&E system/Government Gazette			
<p>Indicator description: Conservancies are common property management bodies that are officially recognized by the Government of Namibia as the stewards of communal area wildlife and other natural resources. As such, they have been delegated the responsibility to manage Caprivi's communal wildlife populations, and in turn, will accrue the social and financial benefits that increased populations of wildlife can return to conservancy members. Caprivi conservancies are particularly relevant to transboundary development efforts because: 1) nearly all of Caprivi's conservancies are on the borders of either Botswana or Zambia; 2) wildlife found in the Four-Corners region move seasonally between Botswana and Namibia or Zambia and Namibia, with conservancies representing the primary movement areas for wildlife in Caprivi; and 3) the contrasting habitats and cultural attractions of Caprivi offer complementary tourism opportunities to tourists visiting Zimbabwe or northern Botswana.</p>			
<p>Comments: The following conservancies have been registered in Caprivi: Salambala (1998); Mayuni (2000); Kwandu (2000); and Wuparo (2000).</p>			
<p>Number of registered conservancies:</p> <p>Note: Progress is underway to develop and register four additional conservancies, with the Impalila and Mashi Conservancies both being on track for registration within the next two years.</p>	Year	Target	Actual
	1998		1
	1999		1
	2000		4
	2001	5	4
	2002	6	
	2002		
	2004		
	2005		

USAID/RCSA Objective: SO3	Increased Regional Cooperation In The Management of Shared Natural Resources.		
IR 3.1:	Viable practices for sustainable management of natural resources adopted.		
Indicator 2:	The number of individuals in registered Caprivi conservancies that are involved with the implementation of natural resource management activities.		
Unit of measure: number (annual)	Year	Target	Actual
Source: Conservancy registry documentation/LIFE	1997		0
Indicator description: The number of registered adults is available as a requirement of the conservancy process. The total number of individuals belonging to a conservancy is calculated, based on census data that estimates average household size at 6.2 persons, and that single-headed households constitute about 15% of all households. Future projections are consistent with the expectations for the number of new conservancies that are planned for registration in Caprivi over the next two years -- 2, with an average population of 4,697 persons (based on the average populations of the 4 Caprivi conservancies that have been registered).	1998		7,066
	1999		7,066
	2000		18,788
	2001	23,485	18,972
	2002	28,182	
Comments: Data is based on the populations of the following conservancies: Salambala: 7,135 Kwandu: 6,041 Mayuni: 1,476 Wuparo: 4,320	2003		
	2004		
	2005		

USAID/RCSA Objective: S03	Increased Regional Cooperation In The Management of Shared Natural Resources.		
IR 3.1:	Viable practices for sustainable management of natural resources adopted.		
Indicator 3:	The number of partnerships formed between conservancies and private sector businesses.		
Unit of measure: Number of formal partnerships between private sector firms and Caprivi conservancy management committees	Year	Target	Actual
Source: LIFE M&E system	1997		
Indicator description: The number of business contracts between the private sector and conservancies, which provide income to conservancy management committees. The target is to develop one formal business partnership for each conservancy registered, in order to give conservancies experience in negotiating and managing joint ventures, and in order to generate income and employment. The LIFE program will work to develop formal revenue sharing agreements between conservancies and lodges -- both new and existing.	1998		
	1999		1
	2000		2
	2001	3	2
Comments: Year 2000 partnerships include: 2 partnerships in operation in Caprivi: Salambala has contracted its hunting concession out to a professional hunter; and the Mayuni Conservancy has entered into a joint venture with the Susuwe Island Lodge. Additional partnerships may be formed between: the Chobe Savanna, King's Den, and Impalila Island Lodgers and the Impalila Conservancy; and the Namashusha Lodge and Mashi Conservancy.	2002	5	
	2003		
	2004		
	2005		

USAID/RCSA Objective: S03	Increased Regional Cooperation In The Management of Shared Natural Resources.		
IR 3.1:	Viable practices for sustainable management of natural resources adopted.		
Indicator 4:	Total community income from natural resource-based activity.		
Unit of measure: Namibian dollars (annual)	Year	Target	Actual
Source: Conservancy Accounts/ LIFE M&E System	1995		
Indicator description: The value of total benefits earned by registered Caprivi conservancies, in Namibian dollars, between Oct 1 and September 30. This amount is calculated by conservancy, and equals the sum of: gross conservancy income earned from private sector partnerships/contracts, for example from lodges & trophy hunting; net income from conservancy-managed enterprises, such as campsites; non-conservancy employment income, such as employment at lodges; & income earned from household-level natural resource-based activity, e.g., craft sales and thatching grass.	1996		
	1997		
	1998		
	1999		664,271
	2000		166,895
	2001	500,000	767,350
	2002	800,000	
Comments: As the UNITA unrest has dissipated and localize, some tourism has begun to rebound in Caprivi. Income and benefits documented in Caprivi during 2001 are documented as follows: Trophy hunting revenues & Meat Distribution: N\$348,700 Trophy hunting Employmnt:N\$ 24,000 JV Cash Income: N\$ 29,000 JV Employment Income: N\$204,000 Campsite incomes: N\$ 18,200 Campsite Employmnt: N\$ 20,832 Craft Sales: N\$122,618	2003		
	2004		
	2005		

USAID/RCSA Objective: S03	Increased Regional Cooperation In The Management of Shared Natural Resources.		
IR 3.1:	Viable practices for sustainable management of natural resources adopted.		
Indicator 5:	The number of conservancy management plans affecting transboundary wildlife habitats formulated and implemented by conservancies.		
Unit of measure: NA	Year	Target	Actual
Source: LIFE M&E System	1995		
Indicator description: Caprivi conservancies are predominantly located on critical border areas with Botswana and Zambia, and heavily reliant upon seasonal movements of wildlife from neighboring countries for income-generating activities. The implementation of these conservancy management plans will significantly enhance wildlife habitats in Caprivi, making seasonal movements of wildlife between the Four-Corners area more viable.	1996		
	1997		
	1998		
	1999		
	2000		
	2001	1	0
Comments: The Salambala Conservancy management plan is nearing completion, and should be completed early next year. An integrated management plan for the Kwandu Conservancy was begun in July, and also should be completed early next year.	2002	4	
	2003		
	2004		
	2005		

USAID/RCSA Objective: S03	Increased Regional Cooperation In The Management of Shared Natural Resources.		
IR 3.1:	Viable practices for sustainable management of natural resources adopted.		
Indicator 6:	The number of transboundary planning activities initiated between conservancies and communities/stakeholders in neighbouring countries.		
Unit of measure: NA	Year	Target	Actual
Source: LIFE M&E System	1995		
Indicator description: Caprivi conservancy members are sharing and/or benefiting from a number of resources that stakeholders in neighbouring countries are also using. Enhanced planning and cooperation on the use of these resources would vastly strengthen the flow of long-term sustainable benefits to all stakeholders. Such activities may include: transboundary tourism zoning, transboundary land-use planning around key wildlife corridors; collaborative monitoring of wildlife movements; fisheries research; etc.	1996		
	1997		
	1998		
	1999		
	2000		0
	2001	2	3
Comments: Progress was made on the following activities: 1) transboundary coordination and planning between the Salambala Conservancy and Chobe Enclave Trust; 2) collaboration on fisheries research and management between Namibia, Botswana, Zambia and Zimbabwe; and 3) the establishment of linkages between Khoe communities in Botswana and Namibia, so community resource mapping approaches and skills could be transferred to Botswana communities through the Kuru Trust.	2002	4	
	2003		
	2004		
	2005		

USAID/RCSA Objective: SO3	Increased Regional Cooperation In The Management of Shared Natural Resources.			
IR 3.1:	Viable practices for sustainable management of shared natural resources adopted.			
Indicator 7:	The number of exchange visits organized and/or participated in by Namibian CBNRM partners for peer groups from the participating Four Corners countries or other SADC countries.			
Unit of measure:	Exchange visits	Year	Target	Actual
Source:	LIFE M&E System, Reports by LIFE Project partners	1995		
Indicator description: Exchange visits for peer groups (i.e., community members, traditional authorities, NGO staff, technical support staff, etc.) are a highly effective manner of demonstrating "best practices" to fellow peers. Exchange visits are particularly appropriate for stakeholders from the Four Corners' countries, as each country supports an active CBNRM Program. Caprivi, given its central location in the region, is an ideal venue for both hosting exchange visits or organizing Caprivi delegations to travel to other appropriate venues. The LIFE Project has been actively engaged in the organization of many of these visits in the past, and will continue to assist its Namibian CBNRM partners to take part in these important learning experiences.	1996			
	1997			
	1998			
	1999			
	2000		2	
	2001	6	5	
Comments: Exchange visits were hosted this year from participants from: 1) Zambia (March) 2) Zimbabwe (March) 3) Caprivi to Botswana (June) In addition, 2 delegations from Ethiopia (Forestry and Wildlife) were hosted in Caprivi, and the LIFE Programme in Winhdhoek hosted a delegation from Kenya.	2002	9		
	2003			
	2004			
	2005			

USAID/RCSA Objective: SO3	Increased Regional Cooperation In The Management of Shared Natural Resources.		
IR 3.2:	Policies, Protocols & Agreements Enacted		
Indicator 1:	The number of natural resource theme activities supported through project interventions and funding that might lead to regional protocols, policies or agreements.		
Unit of measure: Regional Planning Meetings, Workshops, etc.	Year	Target	Actual
Source: LIFE M&E System	1995		
Indicator description: A number of institutions supported by the LIFE Project will be key participants in the RCSA-funded Four Corners Project. A major outcome of this project will be to identify a number of natural resource and tourism themes (i.e., tourism, wildlife management, fisheries, wetlands, water, etc.) around which regional coordination forums may be established. The LIFE Project will facilitate the participation of Namibian stakeholders in these thematic forums by: 1) fully or partially funding some of these events, should they be held in Namibia; 2) assisting with the organization and funding of Namibian representatives to participate in relevant regional thematic activities; and 3) providing appropriate LIFE Project staff to participate in select theme areas.	1996		
	1997		
	1998		
	1999		
	2000		3
	2001	9	7
Comments: Key themes and events supported during the reporting period included: 1) Transboundary Fisheries (June Workshop in Swakopmund - 8 participants); 2) Animal conflict Workshop (July Workshop - 90 participants); 3) Four-Corners Landscape Planning Workshop (June - 4 participants); 4) Sustainable Use of Biological Diversity (September Workshop in Maputo - 1 participant)	2002	17	
	2003		
	2004		
	2005		

USAID/RCSA Objective: SO3	Increased Regional Cooperation In The Management of Shared Natural Resources.					
IR 3.3:	Organizations and institutions capable of effective regional intervention.					
Indicator 1:	Key Namibian organizations are strengthened to support regional transboundary initiatives.					
Source: LIFE M&E system/Institutional Development Profiles and Qualitative Assessments of relevant organizations.						
<p>Indicator description: Specific capabilities to support CBNRM or natural resource management/monitoring transboundary activities will be assessed for the following institutions: IRDNC, NNF, and NACOBTA. Each organization will be assessed according to the following capabilities: Governance & Oversight, the quality and effectiveness of an organization's oversight committee/board; <i>Management Resources</i> - refers to leadership, planning and overall management; <i>Human Resources</i> - rates staff development, skills and diversity; <i>Financial Resources</i> - financial management, vulnerability and solvency; <i>External Resources</i> - ability to effectively interact with government, communities, private sector & other NGOs. Composite scores will be presented along a low, medium or high capability. By the end of the project, in 2002, all organizations listed below should achieve a high score, indicating they are capable of managing CBNRM activities, and securing funding to do so, independent from WW/LIFE technical and financial assistance. Qualitative assessments will be made of specific activities supported by MET (i.e., monitoring of transboundary wildlife movements) and the Ministry of Marine Resources & Fisheries (transboundary fishery research).</p>						
Organization	Baseline		Actual			Target
	Year	Score	2000	2001	2002	2002
IRDNC	1999	-	N/A	N/A		High
Namibia Nature Foundation	1999	-	N/A	High		High
NACOBTA	1999	High	-	-		High
MET	1999	-	N/A	N/A		Improved
MMRF	1999	-	N/A	N/A		Improved
N/A - indicates capacity assessments have not yet been undertaken.						

APPENDIX SIX:

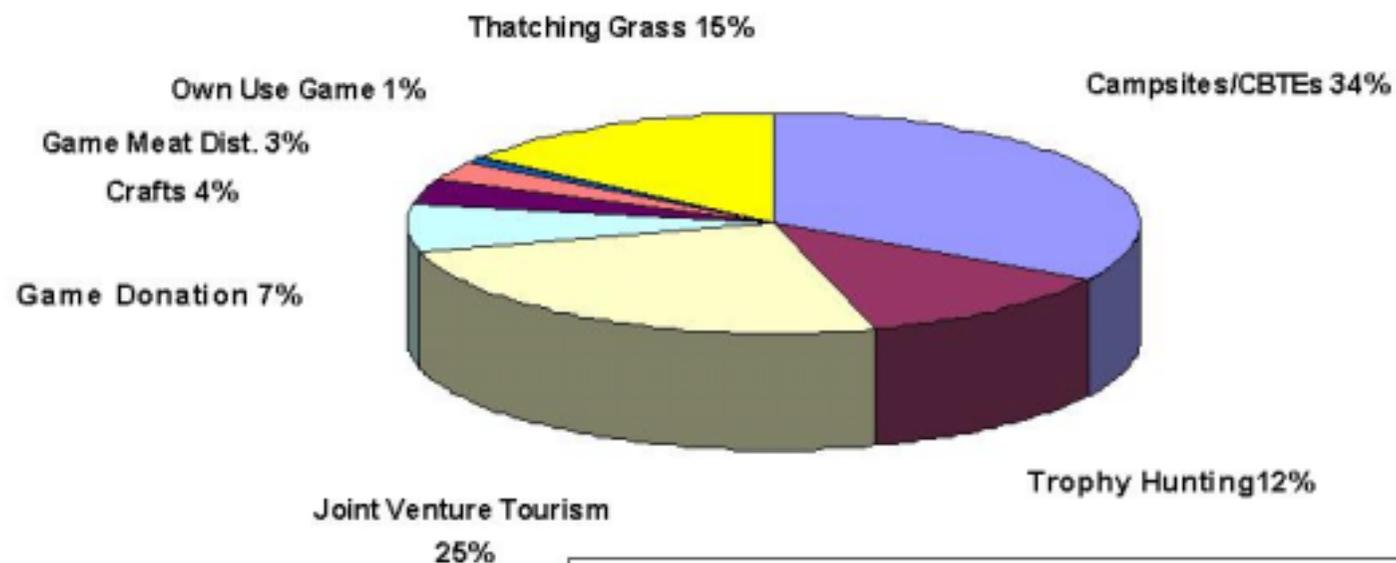
**UPDATE INFORMATION ON CONSERVANCY DEVELOPMENT AND
INCOME GENERATION**

FOR THE PERIOD:

October 1, 2000 – March 31, 2001

Summary:	Income & Non-Income Benefits									
	Financial Benefits									
	1994	1995	1996	1997	1998	1999	2000	2001	2001	2001
									Conservancy	Non-Registered Conservancy or non-affiliated CBTE
Conservancy / Enterprise Committee Income	0	0	0	191,760	592,467	652,862	630,559	2,192,422	1,433,342	759,080
NR-based Household/Wage Income	0	160,000	568,850	668,350	559,309	1,249,549	1,949,501	3,303,363	1,277,361	2,026,002
Conservancy Non-Financial Benefits	0	0	0	0	0	537,412	831,200	639,610	639,610	0
Total Program Benefits:	0	160,000	568,850	860,110	1,151,776	2,439,823	3,411,260	6,135,395	3,350,313	2,785,082
									Total 2001:	6,135,395
Income Earned percent (cash)	0	160,000	568,850	860,110	1,151,776	1,902,411	2,580,060	5,495,785	2,710,703	2,785,082
		100.00%	100.00%	100.00%	100.00%	77.97%	75.63%	89.58%	80.91%	100.00%
Non-Financial Benefits percent (non-cash)	0	0	0	0	0	537,412	831,200		639,610	0
	0	0	0	0	0	22.03%	24.37%		19.09%	0.00%

Namibian National CBNRM Programme - Percentage Benefits by Sector

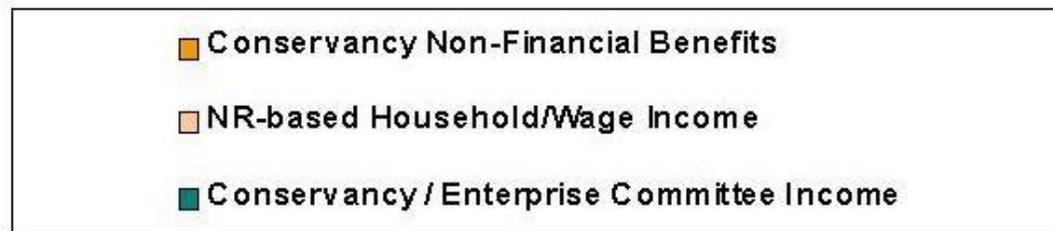
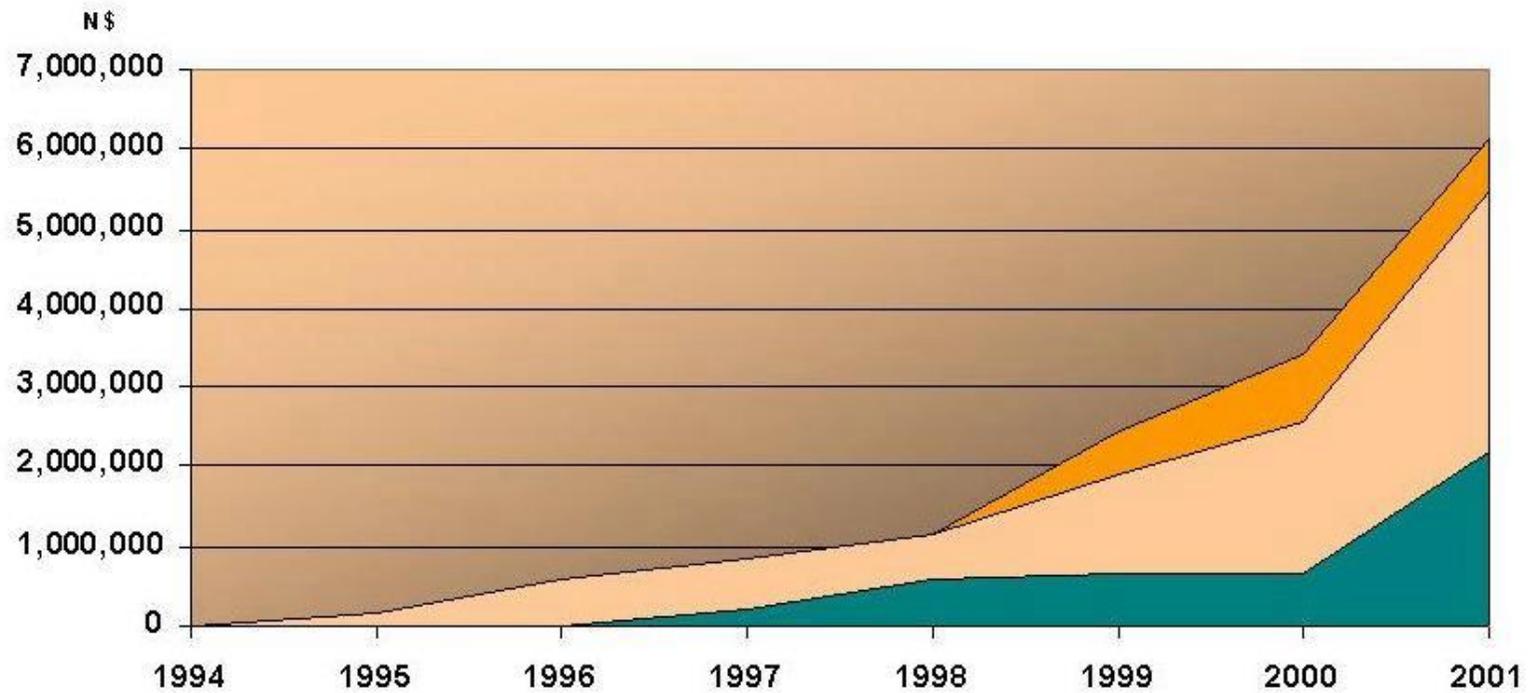


Total CBNRM Benefits = N\$ 6,124,195

Total Value of Income Generated = N\$5,484,585

Total Value of Non-Financial Benefits = N\$639,610

Namibian National CBNRM Programme 2001 - Benefits



Summary:**Total Income
Earned
by Namibian Conservancies***updated:* 17-Oct-00

Reg.	Conservancies	1998	1999	2000	2001
Jun-98	Khaodi//Hoas	0	45,000	90,000	128,814
Dec-99	Kwandu	0	0	0	0
Dec-99	Wuparo	0	0	0	0
Dec-99	Mayuni	0	23,019	16,000	27,900
Feb-98	Nyae Nyae	146,000	122,000	129,000	341,011
Apr-00	Purros	0	0	0	13,697
Jun-98	Salambala	10,378	168,986	36,411	149,300
Jun-98	Torra	170,000	276,614	355,463	282,800
Jan-01	Tsiseb	0	0	0	114,193
Dec-99	Doros !Nawas	0	0	0	42,400
Dec-99	Uibasen	0	0	0	324,823
Jan-01	Marienflus	0	0	0	8,404
Feb-01	Oskop	0	0	0	0
Jan-01	Ehrovipuka	0	0	0	0
	Total	326,378	635,619	626,874	1,433,342

**Total Benefits Acquired
by Namibian Conservancies**

Reg.	Conservancies	1997	1998	1999	2000	2001
Jun-98	Khaodi//Hoas	0	0	45,000	97,000	190,014
Dec-99	Kwandu	0	0	5,760	800	0
Dec-99	Wuparo	0	0	3,616	21,500	0
Dec-99	Mayuni	0	0	132,631	51,000	250,500
Feb-98	Nyae Nyae	182,000	227,835	518,687	983,200	891,366
Apr-00	Purros	0	0	0	78,650	33,226
Jun-98	Salambala	0	10,378	263,149	114,660	345,021
Jun-98	Torra	0	329,949	507,761	583,713	562,254
Jan-01	Tsiseb	0	0	0	0	132,193
Dec-99	Doros !Nawas	0	0	0	0	53,800
Dec-99	Uibasen	0	0	0	0	847,407
Jan-01	Marienflus	9,760	24,305	38,435	25,735	38,372
Feb-01	Oskop	0	0	3,097	2,200	0
Jan-01	Ehrovipuka	0	0	0	0	6,160
	Total	191,760	592,467	1,518,136	1,958,458	3,350,313

**Conservancy Income:
2001**

		<i>updated:</i>		09-Oct				Employment	
Conservancy	Activity	Total Financial Benefit	Total Income	Conservanc y Income	Househol d Income	Non- Financial	FT	PT	
Khoadi//hoas	Tropy Hunting	136,814	136,814	128,814	8,000	0	0	5	
Khoadi//hoas	NF: Meat Distribution	48,580	0	0	0	48,580	0	0	
Khoadi//hoas	Own Use Game	4,620	0	0	0	4,620	0	0	
Kwandu	Craft Sales	0	0	0	0	0	0	10	
Kwandu	Thatching Grass	0	0	0	0	0	0	15	
Wuparo	Craft Sales	0	0	0	0	0	0	0	
Wuparo	Thatching Grass	0	0	0	0	0	0	0	
Mayuni	Thatching Grass	0	0	0	0	0	0	10	
Mayuni	Campsite	18,500	18,500	8,900	9,600	0	3	0	
Mayuni	Craft Sales	0	0	0	0	0	1	15	
Mayuni	Joint Venture Tourism	232,000	223,000	19,000	204,000	9,000	8	2	
Mayuni	NF: Campsite Donation	0	0	0	0	0	0	0	
Nyae Nyae	Campsite	5,000	5,000	0	5,000	0	0	10	
Nyae Nyae	Craft Sales	126,895	126,895	0	126,895	0	1	35	
Nyae Nyae	Cultural Tourism	4,000	4,000	0	4,000	0	1	18	
Nyae Nyae	Joint Venture Tourism	0	0	0	0	0	0	0	
Nyae Nyae	Misc. Film Fees	15,328	15,328	9,328	6,000	0	2	30	
Nyae Nyae	NF: Game Donation	358,060	0	0	0	358,060	0	10	
Nyae Nyae	NF: Meat Distribution	42,000	0	0	0	42,000	0	0	
Nyae Nyae	Trophy Hunting	340,083	340,083	331,683	8,400	0	1	2	
Purros	Traditional Village	8,486	8,486	1,697	6,789	0	2	6	
Purros	Water JV	12,000	12,000	12,000	0	0	0	0	
Purros	Own Use Game	12,740	0	0	0	12,740	0	0	
Salambala	Campsite	20,532	20,532	9,300	11,232	0	3	1	
Salambala	Craft Sales	68,389	68,389	0	68,389	0	1	45	
Salambala	Cultural Tourism	0	0	0	0	0	0	0	
Salambala	NF: Game Donation	59,400	0	0	0	59,400	0	5	
Salambala	NF: Hunting Camp	0	0	0	0	0	0	0	
Salambala	NF: Meat Distribution	42,700	0	0	0	42,700	0	0	
Salambala	Trophy Hunting	154,000	154,000	140,000	14,000	0	1	8	
Salambala	Interest Earned	0	0	0	0	0	0	0	
Torra	Joint Venture Tourism	454,229	454,229	230,725	223,504	0	13	0	
Torra	Misc.: Laundry/Firewood	2,000	2,000	0	2,000	0	0	0	
Torra	Trophy Hunting	58,075	58,075	52,075	6,000	0	0	3	
Torra	Interest Earned	0	0	0	0	0	0	0	
Torra	NF: Meat Distribution	17,150	0	0	0	17,150	0	0	
Torra	Own Use Game	30,800	0	0	0	30,800	0	0	
West Caprivi	Campsite	7,200	7,200	0	7,200	0	3	1	
West Caprivi	Craft Sales	0	0	0	0	0	0	60	
Tsiseb	Tour Guides	0	0	0	0	0	20	0	
Tsiseb	Campsite	132,193	132,193	114,193	18,000	0	6	6	
Doro !Nawas	Trophy Hunting	45,400	45,400	42,400	3,000	0	0	3	

Doro !Nawas	NF: Meat Distribution	8,400	0	0	0	8,400	0	0
Uibasen	Campsite	0	0	0	0	0	0	0
Uibasen	Joint Venture Tourism	847,407	847,407	324,823	522,584	0	25	0
Marienfluss	Campsite	38,372	38,372	8,404	29,968	0	2	0
Oskop	Game	0	0	0	0	0	0	0
Ehrovipuka	Joint Venture Tourism	0	0	0	0	0	0	0
Ehrovipuka	Own Use Game	6,160	0	0	0	6,160	0	0
Caprivi	Thatching Grass	48,000	48,000	0	48,000	0	0	25
Kavango	Thatching Grass	850,000	850,000	0	850,000	0	0	74
North Central	Crafts	5,122	5,122	0	5,122	0	0	0
Kunene	Crafts	34,421	34,421	0	34,421	0	0	20
Total		4,295,056	3,655,446	1,433,342	2,222,104	639,610	93	419

**Summary: CBNRM
Programme:
Benefits by Source**

updated: October 17, 2001

Activity	1999		2000		2001	
	Income	Percent	Income	Percent	Income	Percent
Campsites/CBTEs	618,463	25%	1,563,687	46%	2,063,422	34%
Trophy Hunting	448,486	18%	398,533	12%	734,372	12%
Joint Venture Tourism	401,699	16%	373,750	11%	1,536,636	25%
NF Game Donation	355,100	19%	796,200	31%	417,460	8%
Crafts	195,917	8%	111,389	3%	234,827	4%
NF Game Meat Dist.	32,000	1%	35,000	1%	158,830	3%
NF Own Use Game	0	0%	0	0%	54,320	1%
Cultural Tourism	18,000	1%	38,000	1%	0	0%
Interest Earned	0	0%	39,701	1%	0	0%
Miscellaneous	0	0%	15,000	0%	17,328	0%
NF Campsite Donation	126,500	5%	0	0%	0	0%
NF Campsite Mgmt. Training	23,812	1%	0	0%	0	0%
Thatching Grass	219,847	9%	40,000	1%	898,000	15%
Sub-Total: Income Generating Activity	1,902,412	78%	2,580,060	76%	5,484,585	90%
Sub-Total: Non-Financial Benefits	537,412	22%	831,200	24%	639,610	10%
Total Benefits	2,439,824	100%	3,411,260	100%	6,124,195	100%

Note: NF = non-financial benefit

Appendix Seven:

**UPDATE ON FUNDS LEVERAGED IN SUPPORT OF THE NAMIBIA
CBNRM PROGRAMME**

FOR THE PERIOD:

April 1 – September 30, 2001

WWF/LIFE II

Table of Funds Leveraged in Support of CBNRM in Namibia

Updated: October, 2001

Background: The LIFE Project is the leading CBNRM activity in Namibia. As such, it has helped shape the way in which other donors assist the sector and has (leveraged) other donor funds in support of CBNRM. This brief analysis was executed to provide a sense of the magnitude of the multiplier effect of LIFE investments to date.

Financial “Leveraging”: When we assert that other activities were 'leveraged' by LIFE funding and activities, we mean that LIFE work either directly led to the undertaking by other donors, or that LIFE work laid the foundation which enabled other donors to be active in the sector. Please see the table below for details.

Policy “Leveraging”: In addition to working on shaping a policy towards conservancies, the LIFE project has worked with the GRN and other stakeholders to support policy improvements in several areas related to CBNRM. In that way LIFE has supported improved democracy and governance, in addition to providing a facilitative environment for CBNRM. Those areas are as follows:

- ◆ Developing mechanisms for community voices to be heard at national policy fora;
- ◆ Support for the land reform movement;
- ◆ Reform of national tourism policy to make it more supportive of community-based initiatives; and

Support to initiatives to develop a national environmental investment fund as an endowment.

LIFE-funded Activity	Leveraged Activity	Donor	Funds Leveraged (N\$)
Development of National CBNRM Program	Conservancy Development in the Southern Kunene and Northern Erongo Regions, incl support for LAC and NNF Mapping Unit. Proposal prepared by WWF/NNF.	SIDA	3,384,943
Nyae Nyae Conservancy Development	EIA of Dorsland Trekkers 4X4 Route. Proposal prepared by WWF/LIFE.	NNF/SIDA	41,000
Nyae Nyae Conservancy Development	Game Products Trust Fund – Support for Water Development and Maintenance (approval pending: \$1.7 million request)	MET	0

Khoadi//Hoas Conservancy	Game Products Trust Fund – Support for Water Development and Reduction of Elephant Conflict (approved 4/00). Proposal prepared by NNF.	MET	294,393
Prior Support for MET/DEA Economics Unit – Resource Economics Program	Natural Resource Economics Program (decision pending -\$8.9 million requested)	SIDA	8,900,000
Prior Support for MET/DEA Economics Unit – Resource Economics Program	WILD: Wildlife Integration for Livelihood Development: 2000-2003	DIFD	11,000,000
CBNRM/Community Tourism – NACOBTA & Rossing	Tourism/CBNRM Support for Northern Central Region (pending, \$4 million)	DIFD	7,481,266
CBNRM/Community Tourism - NACOBTA	General support for NACOBTA CBTE development; November 2000 – 2003	SIDA	3,470,000
Tourism Challenge Fund - NACOBTA	Establishment of a Booking Service for CBTEs	DIFD	1,125,492
Game Translocation for Nyae Nyae	The Embassy of New Zealand provided funds to help transport 350 donated game animals to the Nyae Nyae Conservancy – proposal written by WWF/LIFE.	Embassy of New Zealand	220,000
Fisheries Research in the Zambezi and Chobe River Areas – MFMR leveraged	This activity is being implemented by the Ministry of Fisheries, with external funding support provided by Norway and WWF/LIFE.	Norway	252,000
NACSO World Bank Proposal for PDF-B GEF funds – NACSO	Funds in the amount of US\$295,000 were approved in January, 2001. However, final approval is pending MET signature. Proposal prepared by WWF/LIFE & NNF.	GEF	2,507,500 (US\$295,000)
IRDNC Caprivi CBNRM Support Activities	The IRDNC has received funding for the period 2000 – 2004 to cover its operational costs in West Caprivi and key portions of East Caprivi operational costs.	WWF-UK /DFID	4,194,300 (Fys 2000 & 2001)
WWF/LIFE – Transboundary funds in support of Caprivi and surrounding 3 countries	WWF drafted a proposal to the RCSA to amend funds and activities into the WWF/LIFE CA. The amendment was finalized on April 8, 2001 and will fund TBNRM activities through the CA’s duration.	USAID/ RCSA	7,971,000 (US\$1,000,000)
WWF/LIFE – USAID/ Namibia Private Sector Funds	WWF drafted a proposal to USAID/ Namibia to acquire private sector funds to support a Joint Venture Specialist and entrepreneurial training.	USAID/ Namibia	2,083,460 (US\$261,380)
Phase II Erongo/S. Kunene CBNRM & Expansion to Hereroland – NNF/NACSO	Funds are to become available in January, 2002 and last until December, 2004	SIDA	2,000,000
Game Products Trust Fund to reduce elephant/people conflict in the Northwest – MET/NNF	Funds are being applied to five NW conservancies to assist communities to develop elephant water points and protect existing waters against elephants	GPTF	800,000
NDP2 for the National Programme – NNF	Funds in the amount of N\$120,000 were supplied to assist with integrating sustainable development, CBNRM and conservancies into NDP2	DANCED	120,000
Environmental Small Grants Fund – NNF	The NNF has administered a total of 17 small environmental grants to Namibian organizations over the past year.	SIDA	835,000
Theatre For Africa – NNF on	The NNF administered this Southern Africa	GEF/WB	280,000

behalf of National CBNRM Programme	(via ART) WB/GEF grant on behalf of the National CBNRM Programme		
Every River Has Its People Project - NNF/IRDNC	Funds are provided to undertake socio-ecological surveys, collect information, etc. along the Kavango River in the Kavango Region	SIDA	2,650,000
WWF LIFE II Project	Sub-Total of funds leveraged under the LIFE II Project: 1999 - 2001		\$58,087,424
WWF LIFE I Project	Sub-Total of funds leveraged under the first phase of the project: 1993-2000		\$21,350,098
	Total of Phase I and Phase II: 1993-2001		\$79,437,522